

BLACK SLUICE

INTERNAL DRAINAGE BOARD



Audit & Risk Committee Meeting

Wednesday, 13th May 2020 at 2pm

Virtual Meeting



Black Sluice Internal Drainage Board

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Our Ref: IW/DPW/B10_1

Your Ref:

Date: 6th May 2020

To the Chairman and Members of the Audit & Risk Committee

Notice is hereby given that a Meeting of the Audit & Risk Committee will be held on Wednesday, 13th May 2020 at 2pm at which your attendance is requested.

Due to COVID-19, this meeting will be held remotely in accordance with The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

Chief Executive

AGENDA

1. Apologies for absence.
2. Declarations of interest.
3. To receive and, if correct, sign the Minutes of the Audit & Risk Committee Meeting held on the 9th October 2019 **(pages 1 - 10)**
4. **CONFIDENTIAL** - To receive and, if correct, sign the Confidential Minutes of the Audit & Risk Committee Meeting held on the 9th October 2019 **(page 11)**
5. Matters arising.
6. A presentation from the Internal Auditor, Mr C Harris, and to receive the following:
 - (a) Internal Audit Report 2019/20 **(pages 12 - 22)**
 - (b) Audit Programme 2020/21 **(pages 23 & 24)**
7. To review the following Board policies:
 - (a) Policy No. 01: Risk Management Strategy **(pages 25 - 46)**
 - (i) Assets List with associated risks **(pages 47 - 52)**
 - (b) Policy No. 05: Investment Strategy **(pages 53 - 56)**
 - (c) Policy No. 12: Standing Orders **(pages 57 - 64)**
 - (d) Policy No. 13: Emergency Response Plan (Confidential information removed) **(pages 65 - 96)**
 - (e) Policy No. 21: H&S Control & Management of Asbestos **(page 97)**
 - (f) Policy No. 22: H&S Control of Noise at Work **(page 98)**
 - (g) Policy No. 24: H&S First Aid & Accident Reporting **(page 99)**
 - (h) Policy No. 30: Local Government Pension Scheme Discretions Statement **(pages 100 - 104)**
 - (i) Policy No. 35: Fire Management Plan **(pages 105 - 117)**
 - (j) New - Policy No. 47: COVID-19 Business Continuity Plan **(pages 118 & 119)**
8. To identify governance training requirements for Board Members **(verbal)**
9. To identify Health & Safety training requirements **(pages 120 - 126)**
10. To receive the Risk Register **(page 127)**
11. To review the Board's Catalogue of Policies **(page 128)**
12. Any other business.

BLACK SLUICE INTERNAL DRAINAGE BOARD

MINUTES

of the proceedings of a meeting of the Audit & Risk Committee

held at the offices of the Board on
9th October 2019 at 2pm

Members

Chairman - * Mr M Brookes

| | |
|-----------------|----------------|
| Mr W Ash | * Mr V Barker |
| * Mr R Leggott | * Mr N Scott |
| * Cllr R Austin | * Cllr S Walsh |

* Member Present

In attendance: Mr D Withnall (Finance Manager)

The Chairman welcomed Cllr S Walsh and Cllr R Austin to their first Audit & Risk Committee meeting.

1516 APOLOGIES FOR ABSENCE - Agenda Item 1

Apologies for absence were received from Mr W Ash and the Chief Executive. It was noted that the Chief Executive was not in attendance due to illness and the Committee wished him a speedy recovery.

1517 DECLARATIONS OF INTEREST - Agenda Item 2

No declarations of interest were received.

1518 MINUTES OF THE LAST MEETING - Agenda Item 3

Minutes of the last meeting held on 1st May 2019, copies of which had been circulated, were considered and it was AGREED that they should be signed as a true record.

1519 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.

1520 MATTERS ARISING - Agenda Item 5

(a) INSURANCE ARRANGMENTS: CREDIT RATINGS - Minute 1426(a)

A table displaying the Credit Ratings of Insurance Underwriters was shown on screen. All AGREED that the Credit Ratings be noted.

(b) AUDIT PROGRAMME - Minute 1428(b)

It was noted that a list of assets with the associated risks, as requested at the previous meeting, will be provided at the next meeting of the Audit & Risk Committee in Spring 2020 when the Risk Strategy is reviewed.

(c) PUBLIC SECTOR CO-OPERATION AGREEMENT - Minute 1429(g)

The committee were informed that, following a review at a meeting of the Executive Committee on the 18th September 2019, the 5% addition to assist with overhead recovery will be recommended to the Board to be increased to 10%.

(d) CONFIDENTIAL - DISCUSSION WITH INTERNAL AUDITOR - Minute 1428(c)

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.

1521 RECEIVE A REPORT ON INSURANCE ARRANGEMENTS - Agenda Item 6

The Finance Manager presented the Insurance Arrangements and explained as follows:

Renewal Premium

The Board has signed up to this, as in the agenda report, from the 1st October 2019, it being year 2 of a 3-year agreement. It was highlighted that the second column within the table showing the insurance renewal should read '2019/20' as opposed to '2018/19'.

Mr R Leggott questioned if the table balanced, it was clarified that it did. It was also brought to attention that 'legal expenses' have been included for free this year.

Motor Fleet Insurance

There had been some previous issue with Equity Red Star (ERS), resulting in a prolonged period in getting a vehicle back when a claim had been made. Therefore, 32 insurers have provided quotes; however, ERS are considerably cheaper. Towergate believe this was a one-off experience encountered by the Board, as they have not come across any other incidents with them. Overall, there is a 4.66% increase.

Business Interruption

The officers of the Board have recently been doing some work with Van Heck of Holland, creating contingency plans for each pumping station for if the pumping stations failed and Van Heck were required to bring over some of their high volume pumps. In light of this, the officers were not sure that £100,000 would cover the cost of this and so requested quotes for larger sums of money as follows:

£250,000 with a 12 month indemnity period = £396.65

£350,000 with a 12 month indemnity period = £661.08

£500,000 with a 12 month indemnity period = £1,057.73

The Van Heck quotations have not yet been received, but the Finance Manager noted that the Chief Executive felt the Board should consider the £500,000 option.

Cllr S Walsh agreed that the £500,000 should be considered and questioned about sharing resources with other bodies such as the local councils? The Finance Manager explained that the current emergency plan has an agreement in place with Witham 4th IDB that office functions move into their boardroom and vice versa.

All AGREED that the £500,000 with a 12-month indemnity period at £1057.73 be recommended to the Board.

Goods in Transit

The Goods in Transit Insurance has been decreased to £2,000 from £5,000 due to the amount of stock that can be transported at any one time.

Plant Tracking

The plant currently has TomTom tracking equipment when the head unit is fitted; however, if it were stolen it would most probably be removed.

The Chairman noted that it is not currently an insurance requirement for the plant to have tracking fitted, but pointed out that it may be in the future.

Mr V Barker stated that equipment and machinery is going missing more and more frequently.

Mr R Leggott referred to the Board's more unique machinery such as the excavators and Twiga's, questioning if the average number of stolen excavators across the country was known? On the basis that insurances are mostly based on the possibility and likelihood of it happening.

Mr N Scott stated that trackers are very easy to disable, all that is required to do is remove the aerial and the tracker is then disabled. Mr N Scott referred to a system called 'data tag' that he has used on his machinery, that consists of microchips planted around the vehicle, which can be seen as a deterrent as well as being able to be scanned in and associated back to the owner. He further noted that the insurers gave a reduction in premium for having the data tagging system in place, but wouldn't give a reduction for having trackers and is relatively cheap to put in place; it was approximately £200 per machine a few years ago.

Cllr S Walsh noted that the reduction in premium could offset some of the initial installation costs.

All members felt that the data tagging system should be considered and looked into further. All AGREED that the officers provide a report on data tagging for the 5 excavators, 3 Twiga's, Telehandler and unimog (when replaced) to be presented to the Board.

Possible Additional Covers

The Finance Manager believed that none of these covers were appropriate or required, Mr N Scott noted that he agreed that these were not necessary.

All AGREED to accept these insurance arrangements.

1522 RECEIVE THE ANNUAL RETURN INCLUDING EXTERNAL AUDITORS OPINION FOR 2018/19 - Agenda Item 7

The Finance Manager explained that the only change to the document since it was last viewed is on page 20 – ‘other matters not affecting our opinion which we draw to the attention of the authority’. He apologised for miscounting the number of days that the public had to review the Board’s documentation, they should have been given 30 working days, as opposed to 20 working days.

It was questioned whether there would be any consequences of this? The Finance Manager explained that the Board will have to answer ‘no’ to section 4 of the annual governance statement to say that the proper provision for the exercise of public rights was not given.

All AGREED to receive the Annual Return including External Auditors Opinion for 2018/19.

1523 TO REVIEW THE FOLLOWING BOARD’S POLICIES - Agenda Item 8

The Finance Manager explained that these are policies that have been identified for review and any changes have been made in red and any additional notes made in green.

(a) POLICY No. 14: COMPLAINTS PROCEDURE

The only proposed change, within step 5 of the policy was pointed out, stating that it used to say ‘within 15 days’, this has been proposed to change to ‘following the next Board meeting’ due to not having Board meetings frequently enough to be able to provide the response within 15 days.

It was clarified that this is step 5 and so this is if the complaint has already been through the rest of the process and the decision of the Chief Executive is now being appealed.

Cllr S Walsh voiced his concerns about the length of time between Board meetings and therefore the prolonged length of time the complainant could be waiting for a response, which could also damage the reputation of the Board.

The Finance Manager questioned whether it could be delegated to the Executive Committee and reported to the Board?

Mr V Barker felt that the length of time to the next Board meeting would not matter as it would not be a ‘life or death’ matter. Mr R Leggott disagreed, noting that in the eyes of the complainant, the matter is very important to them.

Mr N Scott further noted that unnecessary meetings of the Board may then have to be called over trivial matters if there is a deadline put on the length of time to the next Board meeting.

Cllr S Walsh suggested that it could be left as the unwritten that if, in the opinion of the Chief Executive, it can’t wait until the next Board meeting, he would call an immediate Board meeting, at his discretion.

Cllr S Walsh felt that the 'Steps to follow' within the policy didn't read as steps, but instead read as simply part of the policy. Therefore, it was AGREED that the word 'step' be included in front of each of the numbers within the steps to make it clearer.

It was clarified that this policy is entirely for members of the public and internal staff would use the grievance policy.

Mr R Leggott made reference to the complaint form, suggesting that the form should ask what impact it has had to show the Board is taking an interest in their point of view. Mr N Scott felt this was a good idea, as it may make the complainant think about the seriousness of the complaint and will give the Board an idea of the gravity of the situation.

It was suggested that it is added to 'What went wrong' to read 'What went wrong *and what impact has this had on you / your business?*' All AGREED.

The Committee RESOLVED to recommend that the Complaints Procedure (No. 14) be approved at the next Board meeting with the following additional proposals:

- Add the word '*step*' in front of the number for each step
- Add '*and what impact has this had on you / your business?*' to the question 'What went wrong' on the complaint form

(b) POLICY No. 33: SMOKING POLICY

The Finance Manager noted that the only change is the change in telephone number for the NHS Smoking helpline.

It was confirmed that the policy also covers vaping under electronic cigarettes.

The Committee RESOLVED to recommend that the Smoking Policy (No. 33) be approved at the next Board meeting.

(c) POLICY No. 36: H&S MANUAL HANDLING OPERATIONS

Cllr M Brookes raised attention to paragraph 2, regarding the last sentence 'This may involve carrying out a risk assessment' explaining that he feels it should be clarified when the risk assessment is required.

The Finance Manager suggested adding the following to the end of the sentence, 'if outside of the existing controls on the generic risk assessment'.

Cllr S Walsh noted that he would include a reference to the employers responsibility for the training of staff under 'Manager Responsibilities', noting that every entity needs to be covered within the policy.

The Finance Manager felt this would be covered as a control within the risk assessment.

Cllr S Walsh suggested it be added as paragraph 4 under Manager Responsibilities as follows, 'The Managers must ensure that all staff are appropriately trained'.

The Finance Manager raised his concern about the phrase 'all staff' because not all staff, i.e. administrative, require such formal training.

The wording was amended to read 'All staff under your responsibility have received training appropriate for their role.'

Cllr R Austin made reference to extreme cases where a somebody may pick up something heavy and hurt themselves, and how this would fit in the policy? It was clarified that the responsibility would be with the employee as per paragraph 3 under employee responsibilities.

Cllr S Walsh further added that he would include the phrase 'or others' to the last sentence as follows, '...and not put yourself *or others* at increased risk'.

The Committee RESOLVED to recommend that the Health & Safety Policy for Manual Handling (No. 36) be approved at the next Board meeting with the following additional proposals:

- Add 'if outside of the existing controls on the generic risk assessment' to the sentence 'This may involve carrying out a risk assessment..' (paragraph 2 of manager responsibilities)
- Add a fourth paragraph to Manager responsibilities as follows, 'You must ensure that all staff under your responsibility have received training appropriate for their role.'
- Add the phrase 'or others' to the third paragraph of employee responsibilities as follows, '...and not put yourself or others at increased risk'.

(d) POLICY No. 37: H&S MANAGING STRESS IN THE WORKPLACE

Cllr M Brookes felt that the grievance procedure should be mentioned within employee responsibilities, as somebody may be experiencing stress due to a Manager.

Mr N Scott felt that that lies within the grievance policy and so it not required in this policy for managing stress. Mr V Barker agreed, making reference also to the whistle blowing policy. Mr R Leggott also agreed.

The Finance Manger suggested an additional paragraph under employee responsibilities as follows, 'Should you have concerns that your stress is not being managed as you see it should be then the grievance policy should be referred to'.

Cllr S Walsh also added that, in reference to paragraph 1 of employee responsibilities, there should be an alternative to informing the Manager, as if the Manager is the cause of the stress, then the individual is not going to approach them about it.

Further discussion around the relativeness of the grievance policy to this policy took place. It was noted that the ACAS Grievance Procedure is the policy the Board use and the first 'port of call' in this policy is the immediate Line Manager.

The Finance Manager felt that is the individual was stressed then that should be able to be reviewed with the immediate Line Manager, whereas if the individual was being bullied which was causing the stress, then that is a grievance matter as the grievance is the factor causing the stress.

Cllr S Walsh disagreed, feeling that it is relevant to this policy, referring that it has already been identified in the opening paragraph of the policy. Further adding that the member of staff should be able to address this without having to go through the grievance policy, therefore suggesting again that there is an alternative person to talk to other than the Manager.

Mr N Scott felt that the ACAS policy starts with informally dealing with it and so the grievance policy should still be used in such scenarios.

Cllr M Brookes noted that it may be difficult to identify an alternative to speak to in such a small organisation.

Mr N Scott suggested adding 'or relevant person'. It was amended to 'or an alternative supervisor'.

Cllr S Walsh drew attention to the word 'he' in paragraph 2 of employee responsibilities, stating that it should say 'they'.

The Finance Manager suggested the following wording for the reference to the grievance policy; 'If you are not satisfied that your concerns have been addressed then the grievance procedure should be considered'.

The Finance Manager also noted the same addition as in the previous policy regarding risk assessments; '...if outside of the existing controls on the generic risk assessment'.

The Committee RESOLVED to recommend that the Health & Safety Policy for Managing Stress in the Workplace (No. 37) be approved at the next Board meeting with the following additional proposals:

- Add 'or an alternative supervisor' in paragraph 1 of employee responsibilities as follows, 'You must inform your Manager *or an alternative supervisor* if you feel...'
- Change 'when he carries' in the first sentence of paragraph 2 of employee responsibilities to 'when *they carry*'
- Add a fifth paragraph to employee responsibilities as follows, 'If you are not satisfied that your concerns have been addressed then the grievance procedure should be considered.'
- Add '...if outside of the existing controls on the generic risk assessment' to the final sentence of paragraph 1 of manager responsibilities, '...which may involve carrying out a risk assessment *if outside of the existing controls on the generic risk assessment*'.

(e) POLICY No. 38: H&S VIBRATION AT WORK

The Finance Manager noted that the same will apply again as the previous policies with risk assessments with the addition of 'if outside of the existing controls on the generic risk assessment'.

Cllr S Walsh made reference to the word 'significant' in the opening paragraph, questioning how 'significant' can be defined, suggesting it is removed.

The Committee RESOLVED to recommend that the Health & Safety Policy for Vibration at Work (No. 38) be approved at the next Board meeting with the following additional proposals:

- Delete the word 'significant' in the opening paragraph
- Add '...if outside of the existing controls on the generic risk assessment' to the final sentence of paragraph 3 of manager responsibilities, '... This may involve carrying out a risk assessment *if outside of the existing controls on the generic risk assessment*'.

(f) POLICY No. 39: H&S WEARING OF SEATBELTS IN BOARD'S VEHICLES

The Chairman pointed out the phrase 'where practical', questioning where this is appropriate and how it is concluded whether it is practical or not.

Reference was made to lawful exemptions of wearing the seatbelt such as postmen.

Mr N Scott made reference to green flashing lights that can be put on vehicles which flash when the operator of the vehicle is wearing a seatbelt. Therefore, if the vehicle is moving and the green light is not flashing it can be reported that the operator is not wearing the seatbelt.

Mr N Scott felt the 'where practical' should be removed. The Finance Manager related it to water, adding that if the vehicle is going to end up in the water then it would be better if the operator was conscious from wearing the seatbelt.

Cllr S Walsh added that in the penultimate paragraph it states 'where vehicles are fitted with seatbelts they must be worn, unless the job you are doing specifically precludes their use' questioning if there is a list of the jobs that are excluded and that it needs to be added to the policy unless 'unless the job you are doing specifically precludes their use' is removed.

The committee felt that it should be removed in addition to with 'where practical'.

The Committee RESOLVED to recommend that the Health & Safety Policy for the Wearing of Seatbelts in Board's Vehicles (No. 39) be approved at the next Board meeting with the following additional proposals:

- Delete ',and where practical,' from the first paragraph of the 'Regulations' section
- Delete 'unless the job you are doing specifically precludes their use' from the second paragraph of the 'Regulations' section

1524 RECEIVE THE CATALOGUE OF BOARD POLICIES WITH RECOMMENDED APPROVAL DATES - Agenda Item 9

It was noted that the Emergency Flood plan will be reviewed in the April 2020 meeting.

Cllr S Walsh raised his concern about the length of time between reviews, feeling that five years was too long in light of new regulations that the policy may need to be adapted to abide by.

The Finance Manager explained that the officers of the Board are aware of any new legislation or regulations and would bring the relevant policy for review early if necessary.

It was clarified that the investment strategy is for financial investments.

The Committee AGREED that the Catalogue of Board Policies be adopted.

1525 TO REVIEW THE RISK REGISTER - Agenda Item 10

The Chairman pointed out the only risk in red – being unable to prevent flooding to property or land of fluvial flooding from failure or overtopping of defences. He further added that this is still such a high score because the Environment Agency have still not provided the policy for the opening of the navigation lock.

Mr V Barker voiced his concerns about looking to the future and considering factors such as global warming and rising sea levels. He pointed out that the Board's catchment includes areas near the Wash and although he realises we are not directly responsible for the coastal defences, we are responsible once it has come past the initial sea defences and into our catchment. It is then the Board's responsibility to remove that water. Mr V Barker expressed that he feels there is not enough 'push' being put on ministers / politicians etc. regarding these issues of rising sea levels and global warming etc.

The Finance Manager noted that the Board are only responsible for fluvial and surface water and so can only spend money on these things, therefore cannot do any physical work to coastal defences to improve this.

Mr V Barker argued that once the water is in the Board's system it is then our problem. It may not get into our system if the correct coastal defences are in place.

The Finance Manger added again that a breach in coastal defences is something the IDB can't prevent or influence as it is not the Board's responsibility. The Board is only responsible once the water is in the Board's system.

Cllr R Austin felt that local awareness needed to be raised, however, there is a cost to this and so it needs to be supported by local authorities.

Mr R Leggott noted that this influences the Board's risk register, as the only red high risk is due to the risk of a coastal breach and water therefore entering the Board's system that then needs removing.

Discussion took place around the work that is currently being done, i.e. the raising of banks, and around lobbying to push for more. Mr N Scott suggested that it might be interesting for the Wash Action Group to present to the Board to explain the works being undertaken.

The Chairman suggested that the point the committee were making is that even once the policy is received from the EA regarding the operation of the navigation lock, the risk still needs to remain high because of the risk of breach from coastal defences.

Cllr S Walsh noted that it is a case of assessing what actions the Board could take to prevent the risk and the barriers faced to taking the actions, i.e. it not being the Board's responsibility and therefore cannot do any physical works. Therefore, the Board is reliant on others and so the risk may always be high because of this, which is therefore not a negative towards the Board as it is being recognised.

The risk management strategy was displayed on screen for reference.

Mr R Leggott questioned, even if the policy for the opening of the navigation lock is provided from the EA, how is it known that they will definitely follow it? The Chairman noted that it is much more difficult not to follow something that is formally written in a document.

The Finance Manger referred to the risk management strategy, noting that there isn't actually a risk to the Board financially or death or injury of several people. There would be a major service disruption, but out of all these things the Board is responsible for, it is only the service disruption that the Board is responsible for. He further highlighted again that the Board have no responsibility or risk for coastal defences.

The Chairman added that whilst the Board wouldn't be responsible for the event of a coastal breach, the Board would be responsible for the recovery and getting the water away. However, the Finance Manager corrected that it would be central government that would be responsible and pay for it.

All AGREED to leave the risk register as it is, with the high risk remaining at a risk score of 6 due to not yet having the documentation for the EA about the navigation lock. It will need to be re-addressed once the documentation has been received to decide whether it should stay at risk score 6 or be reduced.

1526 ANY OTHER BUSINESS - Agenda Item 11

(a) SEA EMBANKMENT WORKS

Mr V Barker suggested the consideration of Simeon Disley attending the Joint Works Committee to present to the Board about the raised sea embankment works that have been carried out around the Wash. The Finance Manager will pass this onto to the Works Chairmen as possible matter of interest, due to ratepayers of Black Sluice having land behind raised embankments. It was also questioned whether lobbying should also be considered.

(b) AGREEMENTS FOR THE TRANSFER OF WATER FROM ONE IDB AREA TO ANOTHER

Cllr R Austin made reference to the burst of the Steeping and water being transferred from one IDB area to another. He questioned whether a formal agreement needed to be in place to allow more easily the transfer of water in scenarios like these. The Finance Manager stated that he didn't feel a formal agreement was required as the IDBs all work well together and did in this particular scenario, as the agreement between the two IDBs was made instantly, the issue was waiting for the EA to install their pump. It was also noted that the EA are the supervising body and so could have forced the agreement anyway.

There being no further business the meeting closed at 16:01.



Internal Audit

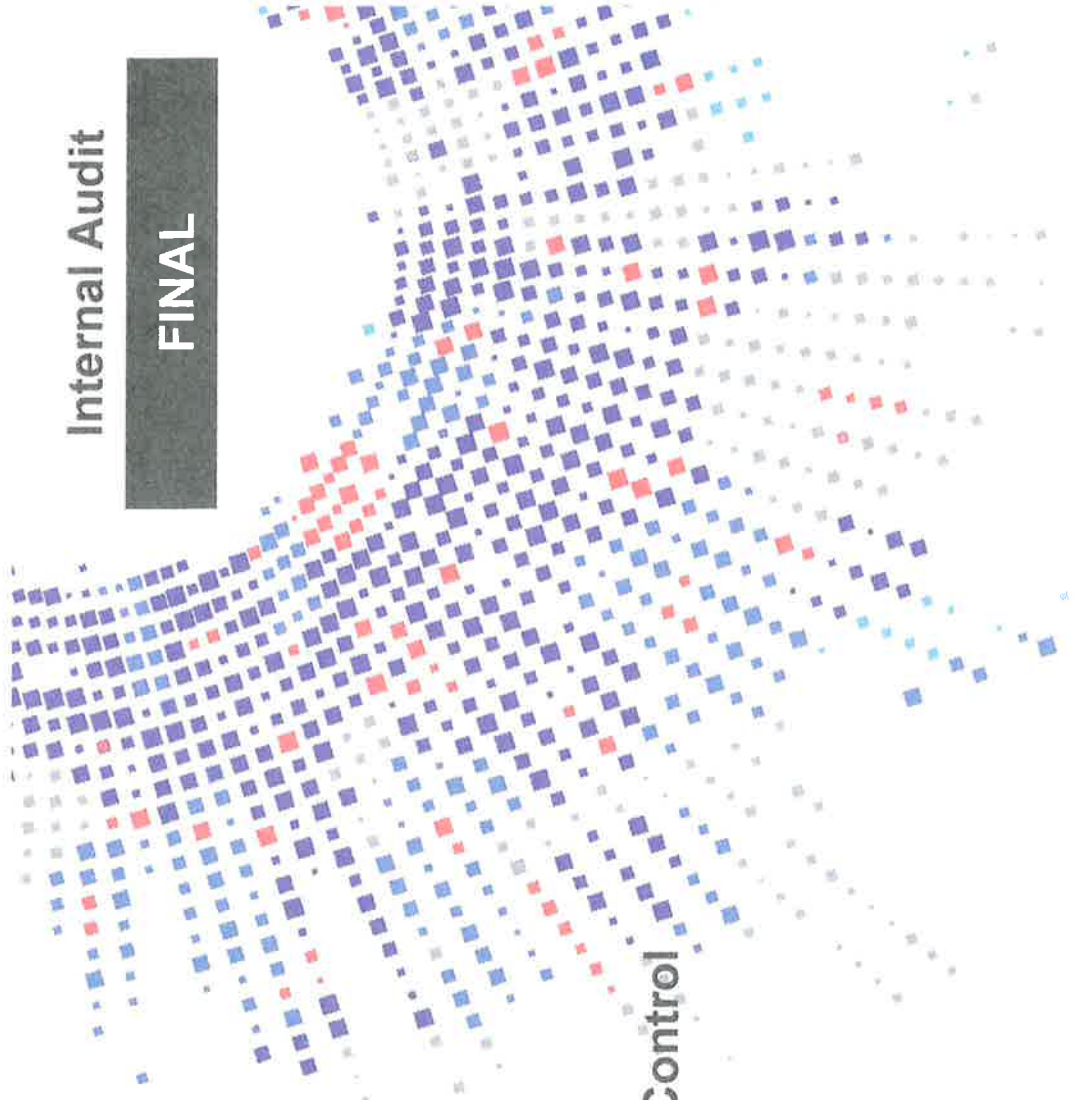
FINAL

Black Sluice Internal Drainage Board

Assurance Review of Governance, Risk and Control

2019/20

February 2020



Executive Summary

OVERALL ASSURANCE ASSESSMENT



OVERALL CONCLUSION

Overall, the Black Sluice Internal Drainage Board has good systems in place and the governance, risk and control framework is working well.

- All matters arising from the previous internal audit report in 2018/19 have been satisfactorily resolved.
- Health and Safety, whilst working well, could be improved by a more structured approach to provide better management and monitoring of H & S matters.

SCOPE

The scope included the following:

- Follow up of recommendations from previous audit work;
- For payroll this year to validate that staff have been appropriately appointed and are on the correct salaries;
- To continue to review risk management to enable Boards to focus on what are truly important risks for them to manage;
- To verify (if time permits) the actual existence of a sample of assets held;
- To examine pension arrangements;
- To undertake sufficient audit work to be able to sign off the Annual Governance and Accountability Return for Internal Audit.

ACTION POINTS

| Urgent | Important | Routine | Operational |
|--------|-----------|---------|-------------|
| 0 | 0 | 1 | 0 |

Management Action Plan - Priority 1, 2 and 3 Recommendations

| Rec. | Risk Area | Finding | Recommendation | Priority | Management Comments | Implementation Timetable (dd/mm/yy) | Responsible Officer (Job Title) |
|------|-----------|--|--|----------|--|-------------------------------------|---------------------------------|
| 1 | Directed | There are two risks in the register for Health and Safety and these were reviewed during this audit. Areas where improvement could be made are: 1) To keep the website up to date with the annual review and issue of the Board's Health and Safety Booklet. 2) To maintain a comprehensive and accessible spreadsheet/log of all operatives' health and safety training, of future training needs, and refresher training which can then form part (an appendix) of the annual report on health and safety to the Board. 3) To have accessible a recording platform and to encourage the reporting and logging of "near misses", and these to be included in training exercises. | The management, monitoring and reporting on Health and Safety be reviewed and improved to provide a more robust and resilient process to include: keeping the Health and safety booklet up to date and the latest version on the website; to have a comprehensive single spreadsheet that monitors all operatives' health and safety requirements; to create a near misses log and to encourage operatives to record their near misses; to consider a regular test for all operatives to confirm their health and safety competence. | 3 | Following representation from National ADA the Executive Committee agreed at their meeting on 23 January 2020 that the Audit and Risk Committee would delve deep into the Board's arrangements for Health and Safety and make recommendations to the Board on how this could be improved. 1) The Website has been updated with the most recent version of the H&S leaflet for employees 2) The existing spreadsheet which records all the training undertaken will be expanded to show future training requirements. 3) A spreadsheet will be set up to record all accidents and near misses anonymously. We will also open dialogue with other Lincolnshire IDB's for the | 13/05/2020 | Chief Executive |
| | | | | | | 22/01/2020 | Operations Manager |
| | | | | | | 31/03/2020 | Operations Manager |
| | | | | | | 31/03/2020 | Operations Manager |
| | | | | | | 03/03/2020 | Chief Executive |

PRIORITY GRADINGS

1 URGENT Fundamental control issue on which action should be taken immediately.

2 IMPORTANT Control issue on which action should be taken at the earliest opportunity.

3 ROUTINE Control issue on which action should be taken.

| Rec. | Risk Area | Finding | Recommendation | Priority | Management Comments | Implementation Timetable (dd/mm/yy) | Responsible Officer (Job Title) |
|------|-----------|---|----------------|----------|--|-------------------------------------|---------------------------------|
| | | <p>4) To be able to demonstrate that all operatives are fully trained and competent and to consider introducing regular tests to confirm operatives understanding and compliance.</p> | | | <p>sharing of near misses amongst each other for identification of patterns and training.</p> <p>4) All operatives have the certificates relating to their training on their personnel files and monitored as per item 2. Briefings and training are provided to the workforce in July and December each year predominantly in relation to H&S. If any patterns in relation to near misses are identified then the risks are identified with Risk Assessments being reviewed and toolbox talks used to disseminate this information.</p> | | |

PRIORITY GRADINGS

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2 IMPORTANT Control issue on which action should be taken at the earliest opportunity.

3 ROUTINE Control issue on which action should be taken.

Operational Effectiveness Matters

| Ref | Risk Area | Item | Management Comments |
|---|-----------|------|---------------------|
| No Operational Effectiveness Matters were identified. | | | |

ADVISORY NOTE

Operational Effectiveness Matters need to be considered as part of management review of procedures.

Detailed Findings

Introduction

1. This review was carried out in January 2020 as part of the planned internal audit work for 2019/20. Based on the work carried out an overall assessment of the overall adequacy of the arrangements to mitigate the key control risk areas is provided in the Executive Summary.

Background

2. The Black Sluice Internal Drainage board is an authority set up to control water levels and reduce the risk of flooding within the Board's area. It operates 34 pumping stations and maintains 500 miles of watercourses within its area, and has a policy of undertaking this work with regard to protecting and enhancing the environmental features in these watercourses.

Materiality

3. The annual turnover for the Black Sluice Internal Drainage Board is £3.5 million. Black Sluice Internal Drainage Board requires an annual internal audit in accordance with Governance and Accountability for Smaller Authorities in England Practitioners Guide.

Key Findings & Action Points

4. The key control and operational practice findings that need to be addressed in order to strengthen the control environment are set out in the Management and Operational Effectiveness Action Plans. Recommendations for improvements should be assessed for their full impact before they are implemented.

Scope and Limitations of the Review

5. The scope included the following:
 - Follow up of recommendations from previous audit work;
 - For payroll this year to validate that staff have been appropriately appointed and are on the correct salaries;
 - To continue to review risk management to enable Boards to focus on what are truly important risks for them to manage;
 - To verify (if time permits) the actual existence of a sample of assets held;
 - To examine pension arrangements;
 - To undertake sufficient audit work to be able to sign off the Annual Governance and Accountability Return for Internal Audit.
6. The definition of the type of review, the limitations and the responsibilities of management in regard to this review are set out in the Annual Plan.

Disclaimer

7. The matters raised in this report are only those that came to the attention of the auditor during the course of the internal audit review and are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.

Risk Area Assurance Assessments

8. The definitions of the assurance assessments are:

| | |
|------------------------------|--|
| Substantial Assurance | There is a robust system of internal controls operating effectively to ensure that risks are managed and process objectives achieved. |
| Reasonable Assurance | The system of internal controls is generally adequate and operating effectively but some improvements are required to ensure that risks are managed and process objectives achieved. |
| Limited Assurance | The system of internal controls is generally inadequate or not operating effectively and significant improvements are required to ensure that risks are managed and process objectives achieved. |
| No Assurance | There is a fundamental breakdown or absence of core internal controls requiring immediate action. |

Acknowledgement

9. We would like to thank staff for their co-operation and assistance during the course of our work.

Release of Report

10. The table below sets out the history of this report.

| | |
|--|-------------------------------|
| Date draft report issued: | 3 rd February 2020 |
| Date management responses received: | 4 th February 2020 |
| Date final report issued: | 5 th February 2020 |

11. The following matters were identified in reviewing the Key Risk Control Objective:

Directed Risk: Failure to direct the process through approved policy & procedures.

Previous Internal audit outcomes 2018/19

11.1 One recommendation was made during the 2018/19 internal audit. Recommendation 1 (priority 3) "Section 4.1 of the Procurement Policy be updated to clarify the procedure when either fewer than three quotations are received or other than the lowest quotation is to be accepted." A revised section 4.1 of the Procurement Policy was approved at the Board meeting on the 26 June 2019.

Board and Committees

11.2 Agendas and minutes of the two Board meetings (26 June 2019 and the 30 October 2019) that were held during 2019/20 have been reviewed and decisions taken have been acted upon.

11.3 Agendas and minutes of the two Audit and Risk Committee meetings (1 May 2019 and the 9 October 2019) that were held during 2019/20 have been reviewed and decisions taken have been acted upon. The auditor was present at the A & R Committee on the 1 May 2019 and was able to view the process and operation of this Committee. The Committee was well attended and appropriate governance was observed throughout the meeting. In addition, the auditor was given free access to the Committee Members as for a period of time all officers from the IDB left the meeting so that a private un-minuted session could be held with the auditor.

Risk Management/Register

11.4 The review of risks is a standing item for the Audit and Risk Committee and Members go through each risk in detail and challenge the scoring and relevance of the risk. This has been evidenced by attending the Audit and Risk Committee. In addition, the Board receive a summary spreadsheet of all risks in the register.

11.5 There are two risks in the register for Health and Safety and these were reviewed during this audit. Areas where improvement could be made are:

- To keep the website up to date with the annual review and issue of the Board's Health and Safety Booklet.
- To maintain a comprehensive and accessible spreadsheet/log of all operatives' health and safety training, of future training needs, and refresher training which can then form part (an appendix) of the annual report on health and safety to the Board.
- To have accessible a recording platform and to encourage the reporting and logging of "near misses" and these to be included in training exercises.
- To be able to demonstrate that all operatives are fully trained and competent and to consider introducing regular tests to confirm operatives understanding and compliance.

Recommendation: 1

Priority: 3

The management, monitoring and reporting on Health and Safety be reviewed and improved to provide a more robust and resilient process to include: keeping the Health and Safety booklet up to date and the latest version on the website; to have a comprehensive single spreadsheet that monitors all operatives health and safety requirements; to create a near misses log and to encourage operatives to record their near misses; to consider a regular test for all operatives to confirm their health and safety competence.

11.6 The Health and Safety report is an annual report to the Board. The last report was dated 30 October 2019.

Compliance Risk: Failure to comply with approved policy and procedure leads to potential losses.

Accounting System

- 11.7 "Opera" is the main accounting package for the IDB. Opera is part of a suite of software solutions provided by Pegasus, a software developer.
- 11.8 Management accounts are submitted to every Board meeting to inform Members of the current financial state of the IDB with year to date figures. Drainage Rates and Special Levies are also reported on a regular basis to each Board meeting.
- 11.9 At the time of the audit, 21 January 2020, a trial balance was requested which showed the accounting system to be in balance. The accounting records are in order and up to date.

Accounts Payable/Purchase Order

- 11.10 The Purchase Order system was reviewed and it was confirmed that where appropriate to use the Purchase Order system, goods received had been confirmed and invoices had been matched back to the purchase order. The approval process was in accordance with Financial Regulations/Procurement policy.
- 11.11 A number of creditors were selected for review and the approval process validated. The sample selected were as follows:
 - Lincolnshire County Council - Pensions Payment 13 June 2019 - £21,247.93.
 - Wells Plant Hire Payment 13 June 2019 - £37,374.00.
 - Woldmarsh Producers Ltd Payment 20 June 2019 - £15,302.68 and Payment 20 December 2019 - £73,677.85.
 - Mastenbrock Environmental Services Ltd Payment 31 July 2019 - £16,140.00.
 - Unique Employment Services Ltd Payment 31 July 2019 - £2,789.28.
 - Philip G Wright Excavations Ltd Payment 11 July 2019 - £63,528.00.

11.12 The above creditor payments were examined in detailed and found to be in order with appropriate documentation obtained/retained and the IDBs Regulations followed regarding purchase. It was noted that the Philip G Wright Excavations invoice for £63,528.00 was work undertaken by the IDB but on the instructions of the Environment Agency.

Budgeting

11.13 Budgetary arrangements are well established and are regularly reviewed and reported to Members.

Rating

11.14 The rate setting, precepts, special levy and Environment Agency contributions are well established. The drainage rate and levies were reviewed and found to be in order.

Management Accounts, Reserves and Future Forecasting

11.15 Management accounts including budget data is reported regularly to Members and the Board.

11.16 Reserves are regularly reviewed with an aim to maintain them at around 20% of expenditure. 2019/20 has, however, been a challenging year for drainage boards with unusually inclement weather. This has meant that pumps have been running considerably more than an average year with the consequential additional expenditure on electricity in particular. This will mean an overspend is likely in 2019/20 which will be covered from the reserves.

11.17 The Board maintain a 10 year forecast which enable future increases in both the penny rate and precept to be calculated and for such bodies as the precept authorities to be consulted well in advance of any increases being made.

Accounts Receivable

11.18 Apart from the rates system and rechargeable accounts, few miscellaneous accounts are raised for debts due. An aged debtors report was examined with eight entries. A satisfactory explanation was given for the aged debts.

Recharges

11.19 A detailed review was undertaken of the recharge system. A recharge will occur when the IDB undertake work for a third party such as dredging works for a farmer. The accounting system will hold details of the labour, plant, machinery and materials used against a unique budget code and once the works are complete along with an administration charge the recipient of the works will be recharged. The recharge system was working well.

11.20 The majority of recharges relates to internal project work. For instance a machine working on a particular project for the Board will be recharged as an internal transaction to this project. This enables the true cost of projects to be accurately identified.

Income

11.21 Miscellaneous accounts are issued as required to identify income due to the IDB. A collection procedure for this income is now identified within Financial Regulations Section 5.

11.22 Debt collection procedures for the Drainage Rate is clearly defined and flows from the date the invoices are sent out (usually April) with court action being instigated normally around September each year for non-payment. Outstanding drainage rates at the time of the audit amounted to £1,443.13 which included £429.56 of credit items.

11.23 The majority of income is received via a bank transfer. Cash is normally retained and used as petty cash. Cheques are banked at the local Post Office as and when received. The recording and banking of income was working well.

Petty Cash

11.24 Petty cash is maintained on a rolling basis with cash received added to the petty cash and cash payments made as required. The petty cash is reconciled monthly and signed off by the Finance Manager

11.25 Petty cash is only used for purchases such as milk, car parking, petrol, and biscuits. Although the maximum amount of the petty cash float is £500 due to the nature of retaining cash received, the Board were operating at the time of audit with a balance of £407.13. The petty cash for December 2019 was checked and verified to be correct. VAT is accounted for as required.

Payroll

11.26 Payroll is part of the Opera suite of software applications and therefore interfaces with the main Opera accounting system.

11.27 A sample of three employees was checked and it was confirmed that their pay data was in order. Monthly payments are made in accordance with HMRC requirements.

Pensions

11.28 A review was undertaken into the arrangements for pensions - both employee requirements and those of the employer. New employees to the Board are automatically enrolled into the local government pension scheme and their rate of deduction from salary is in accordance with a predetermined percentage as prescribed by the pension board depending upon their annual salary. The employer's contribution is reviewed every three years and the pension body (Lincolnshire County Council) then inform all admitted bodies what the new pension contribution is for the next three years.

11.29 Individual employee's data was examined along with the Board's contribution. A selection of pension sums paid over to Lincolnshire CC were also reviewed. The pension administration, sums collected and sums paid over were all in order.

Asset Register

11.30 The asset register was reviewed. It was noted that this was update annually so did not include the recent plant and machinery purchases made in 2019/20. The register is comprehensive and includes the large items of plant and vehicles as well as depot tools and machinery.

11.31 A large number of the assets recorded in the asset register were actually identified in the depot and therefore their existence was verified.

Bank Reconciliations

11.32 Bank reconciliations have been regularly carried out.

Accounting Statements

11.33 Accounting Statements are undertaken and these reconcile to the cash book.

11.34 Data feeding into the Accounting Statements was confirmed to be correct.

BLACK SLUICE INTERNAL DRAINAGE BOARD

AUDIT & RISK COMMITTEE - 13 MAY 2020

AGENDA ITEM No 06(b)

AUDIT PROGRAMME 2020/21

- 1) Follow up of all and any recommendations from previous audit work.
- 2) A detailed review of each Boards web site to confirm data is up to date and websites are well managed.
- 3) To continue the discussion on risk management to enable Boards to focus on what are truly important risks for them to manage.

As with previous years I will need to undertake sufficient work around governance, risk and controls to enable me to complete the AGAR. My audit for 2020/21 will therefore include sufficient audit testing and review to enable the small authorities return to be completed as detailed below.

Directed Risks

Governance

- 1) Review Constitution, Standing Orders, Financial Regulations, Award of Contracts and other procedures
- 2) Review Board agendas and minutes for the year
- 3) Review any Committee agendas and minutes for the year

Risk Management

- 1) Review risk management policy and procedures
- 2) Review risk register
- 3) Review process and procedures for how risk is managed on a day by day basis
- 4) Review key objectives for the IDB and the risks associated with achieving these objectives
- 5) Review the controls in place to mitigate these risks and see how effective they are

Operational Risks

Accounting Records

- 1) Review the accounting records for the IDB
- 2) Are these up to date and in balance

Expenditure

- 1) Review accounts payable (creditors)
- 2) Test a sample of payments made to verify they have been correctly paid. Check if possible the receipt of the goods. Check accuracy, procedures (purchase order system) and approval process – was this in accordance with Financial Regulations.
- 3) Check treatment of VAT

Budget

- 1) Review the budgetary arrangements
- 2) Review the precept of rates
- 3) Review how the budget is monitored
- 4) Review reserves and the policy for these

Income

- 1) Review accounts receivable (debtors)
- 2) Review debt collection procedures
- 3) Review any write off arrangements
- 4) Review recording and banking of income
- 5) Test a sample of payments received to verify they have been correctly dealt with. Check accuracy and procedures – was this in accordance with Financial Regulations
- 6) Check treatment of VAT

Petty Cash

- 1) Check the Petty Cash arrangements where held
- 2) Verify Petty cash is in balance, test a sample of transactions for relevance and accuracy and that a valid receipt is present.
- 3) Check treatment of VAT

Payroll

- 1) Review the payroll system
- 2) Test a sample of employees for accuracy of pay and **treatment of variations** including Tax and NI
- 3) Verify PAYE and NI requirements have been met

Asset Register

- 1) Verify the asset register is complete and up to date.
- 2) Verify where possible the asset and investment exists

Bank

- 1) Verify and confirm bank reconciliations have been regularly undertaken.
- 2) Confirm end of year bank reconciliation

Accounting Statements

- 1) Verify accounting statements have been undertaken and reconciled to the cash book
- 2) Review and verify the audit trail of sums feeding into the accounting statements

Chris Harris
Audit Director
TIAA Ltd

Black Sluice Internal Drainage Board

Risk Management Strategy

Risk Management Policy

Risk Analysis

| | |
|----------------|-------------|
| Updated | 13 May 2020 |
| Board Approved | |
| Due for Review | |

Contents

1. Purpose, Aims & Objectives
2. Accountabilities, Roles & Reporting Lines
3. Skills & Expertise
4. Embedding Risk Management
5. Risk and the Decision Making Processes
6. Supporting Innovation & Improvement

Appendices

- A – Risk Management Strategy Statement
- B – Risk Management Policy Document
- C – Risk Analysis
- D – Risk Register

Risk Management Strategy

1. Purpose, Aims and Objectives

1.1 The purpose of the Boards Risk Management Strategy is to effectively manage potential opportunities and threats to the Board achieving its objectives. See attached Risk Management Policy Statement, Appendix A.

1.2 The Boards Risk Management Strategy has the following aims and objectives;

- Integration of Risk Management into the culture of the Board
- Raising awareness of the need for Risk Management by all those connected with the delivery of services (including partners)
- Enabling the Board to anticipate and respond to changing social, environmental and legislative conditions
- Minimisation of injury, damage, loss and inconvenience to staff, members of the public, service users, assets etc. arising from or connected with the delivery of the Board services
- Introduction of a robust framework and procedures for identification, analysis, assessment and management of risk, and the reporting and recording of events, based on best practice
- Minimisation of the cost of risk

1.3 To achieve these aims and objectives, the following strategy is proposed;

- Establish clear accountabilities, roles and reporting lines for all employees
- Acquire and develop the necessary skills and expertise
- Provide for risk assessment in all decision making processes of the Board
- Develop a resource allocation framework to allocate (target) resources for risk management
- Develop procedures and guidelines for use across the Board
- Develop arrangements to measure performance of Risk Management activities against the aims and objectives
- To make all partners and service providers aware of the Boards' expectations on risk, both generally as set out in its Risk Management Policy and where necessary in particular areas of the Boards' operations.

1.4 The Black Sluice Internal Drainage Board has adopted the following definition of Risk:

'Risk is the threat that an event or action will adversely affect the organisation's ability to achieve its objectives and to successfully execute its strategies'.

2. Accountabilities, Roles and Reporting Lines

2.1 A framework has been implemented that has addressed the following issues:

- The different types of risk – Strategic and Operational
- Where it should be managed
- Roles and accountabilities for all staff.
- The need to drive the policy throughout the Board
- Prompt reporting of accidents, losses, changes etc.

2.2 In many cases, risk management follows existing service management arrangements.

2.3 Strategic risk is best managed by the Board.

2.4 The Board's Chief Executive will be responsible for the Boards overall risk management strategy, and will report directly to the Board.

2.5 The Board's Chief Executive will be responsible for the Boards overall Health and Safety policy and will report to the Board.

2.6 It is envisaged that the development of a risk management strategy will encourage ownership of risk and will allow for easier monitoring and reporting on remedial actions / controls.

3. Skills and Expertise

3.1 Having established roles and responsibilities for risk management, the Board must ensure that it has the skills and expertise necessary. It will achieve this by providing Risk Management Training for Employees and Board Members, where appropriate providing awareness courses that address the individual needs of both the manual workforce and office staff.

3.2 Training will focus on best practice in risk management, and awareness will also focus on specific risks in areas such as the following:

- Partnership working
- Project management
- Operation of Board vehicles and equipment
- Manual labour tasks e.g. Health and Safety issues

4. Embedding Risk Management

Risk management is an important part of the service planning process. This will enable both strategic and operational risk, as well as the accumulation of risks from a number of areas to be properly considered. Over time the Board aims to be able to demonstrate that there is a fully embedded process.

This strategy and the information contained within the appendices provides a framework to be used by all levels of staff and Members in the implementation of risk management as an integral part of good management.

5. Risks and the Decision Making Process

- 5.1 Risk needs to be addressed at the point at which decisions are being taken. Where Members and Officers are asked to make decisions they should be advised of the risks associated with recommendations being made. The training described in the preceding section will enable this to happen.
- 5.2 The Board will need to demonstrate that it took reasonable steps to consider the risks involved in a decision.
- 5.3 There needs to be a balance struck between efficiency of the decision making process and the need to address risk. Risk assessment is seen to be particularly valuable in options appraisal. All significant decision reports to the Board (including new and amended policies and strategies) should include an assessment of risk to demonstrate that risks (both threats and opportunities) have been addressed.
- 5.4 This process does not guarantee that decisions will always be right but it will demonstrate that the risks have been considered and the evidence will support this.

6. Supporting Innovation and Improvement

- 6.1 Managers have been made aware that there are a number of tools that can be used to help identify potential risks:
- Workshops.
 - Scenario planning.
 - Analysing past claims and other losses.
 - Analysing past corporate incidents/failures.
 - Health & safety inspections.
 - Induction training.
 - Performance Review & Development interviews.
 - Staff and customer feedback.
- 6.2 Having identified areas of potential risk, they must be analysed by:
- An assessment of impact.
 - An assessment of likelihood.

This is to be done by recording the results using the risk matrix below:

RISK ASSESSMENT MATRIX

| | | | | |
|---|--------|--------------------------------------|---|---------------------------------------|
| Likelihood of occurrence ↑ HIGH MEDIUM LOW ↓ | HIGH | Low Impact High Likelihood 3 | Medium Impact High Likelihood 6 | High Impact High Likelihood 9 |
| | MEDIUM | Low Impact Medium Likelihood 2 | Medium Impact Medium Likelihood 4 | High Impact Medium Likelihood 6 |
| | LOW | Low Impact Low Likelihood 1 | Medium Impact Low Likelihood 2 | High Impact Low Likelihood 3 |
| | | LOW | MEDIUM | HIGH |
| | | ← Impact on the Business → | | |

The high, medium and low categories for impact and likelihood are defined as follows:

IMPACT

- *High* – will have a catastrophic effect on the operation/service delivery. May result in major financial loss (over £100,000). Major service disruption (+ 5 days) or impact on the public. Death of an individual or several people. Complete failure of project or extreme delay (over 2 months). Many individual personal details compromised/revealed. Adverse publicity in national press.
- *Medium* – will have a noticeable effect on the operation/service delivery. May result in significant financial loss (over £25,000). Will cause a degree of disruption (2 – 5 days) or impact on the public. Severe injury to an individual or several people. Adverse effect on project/significant slippage. Some individual personal details compromised/revealed. Adverse publicity in local press.
- *Low* – where the consequences will not be severe and any associated losses and or financial implications will be low (up to £10,000). Negligible effect on service delivery (1 day). Minor injury or discomfort to an individual or several people. Isolated individual personal detail compromised/revealed. NB A number of low incidents may have a significant cumulative effect and require attention.

LIKELIHOOD

| | | |
|---------------|--|----------------|
| High | Very likely to happen | Matrix score 3 |
| Medium | Likely to happen infrequently and difficult to predict | Matrix score 2 |
| Low | Most unlikely to happen | Matrix score 1 |

7. Risk Control

7.1 Using the risk matrix produces a risk rating score that will enable risks to be prioritised using one or more of the “four T’s”

| | | |
|------------------|--------------|--|
| Tolerate | Score <= 2 | Accept the risk |
| Treat | Score 3 to 5 | If possible take cost effective in-house actions to reduce the risk. |
| Transfer | Score 6 to 8 | Let someone else take the risk (eg by Insurance or passing responsibility for the risk to a contractor). |
| Terminate | Score 9 | Agree that the risk is too high and do not proceed with the project or activity. |

7.2 Risk assessment and risk matrices provide a powerful and easy to use tool for the identification, assessment and control of business risk. It enables managers to consider the whole range of categories of risk affecting a business activity. The technique can assist in the prioritisation of risks and decisions on allocation of resources. Decisions can then be made concerning the adequacy of existing control measures and the need for further action. It can be directed at the business activity as a whole or on individual departments/sections/functions or indeed projects.

8. Supporting Innovation and Improvement

8.1 Risk Management will be incorporated into the business planning process for the Board with a risk assessment of all business aims being undertaken as part of the annual Estimates process.

8.2 The Board’s internal auditor will have a role in reviewing the effectiveness of control measures that have been put in place to ensure that risk management measures are working.

RISK MANAGEMENT STRATEGY STATEMENT

The Board believes that risk is a feature of all businesses. Some risks will always exist and can never be eliminated: they therefore need to be appropriately managed.

The Board recognises that it has a responsibility to manage hazards and risks and supports a structured and focused approach to managing them by approval each year of a Risk Management Strategy.

In this way the Board will improve its ability to achieve its strategic objectives and enhance the value of services it provides to the community.

The Boards Risk Management objectives are to:

- Embed risk management into the culture and operations of the Board
- Adopt a systematic approach to risk management as an integral part of service planning and performance management
- Manage risk in accordance with best practice
- Anticipate and respond to changing social, environmental and legislative requirements
- Ensure all employees have clear responsibility for both the ownership and cost of risk and the tools to effectively reduce / control it

These objectives will be achieved by:

- Establishing clear roles, responsibilities and reporting lines within the organisation for risk management
- Incorporating risk management in the Board's decision making and operational management processes
- Reinforcing the importance of effective risk management through training
- Incorporating risk management considerations into Service / Business Planning, Project Management, Partnerships & Procurement Processes
- Monitoring risk management arrangements on a regular basis

The benefits of Risk Management include:

- Safer environment for all
- Improved public relations and reputation for the organisation
- Improved efficiency within the organisation
- Protect employees and others from harm
- Reduction in probability / size of uninsured or uninsurable losses
- Competitive Insurance Premiums (as insurers recognise the Board as being a "low risk")
- Maximise efficient use of available resources.

RISK MANAGEMENT POLICY DOCUMENT

In all types of undertaking, there is the potential for events and consequences that may either be opportunities for benefit or threats to success. Internal Drainage Boards are no different and risk management is increasingly recognised as being central to their strategic management. It is a process whereby Internal Drainage Boards methodically address the risks associated with what they do and the services which they provide. The focus of good risk management is to identify what can go wrong and take steps to avoid this or successfully manage the consequences.

Risk management is not just about financial management; it is about achieving the objectives of the organisation to deliver high quality public services.

The failure to manage risks effectively can be expensive in terms of litigation and reputation, the ability to achieve desired targets, and, eventually, the level of the drainage rates.

Internal Drainage Boards need to keep under review and, if need be, strengthen their own corporate governance arrangements, thereby improving their stewardship of public funds and providing positive and continuing assurance to ratepayers. The Board already looks at risk as part of their day to day activities but there is now a need to look at, adapt, improve where necessary and document existing processes.

The proposal to carry out future capital and maintenance works on the current Environment Agency pumping stations and main rivers within the catchment will introduce increased risks to the Board.

The Board's existing risk management plans and policies will be applied to the works programmes with a special emphasis on Policy No. 41, Public Sector Co-Operation Agreement Policy "The signed agreement must be returned and orders provided prior to the commencement of any works".

Members are ultimately responsible for risk management because risks threaten the achievement of policy objectives. As a minimum, the members should, at least once each year:

- a) take steps to identify and update key risks facing the Board;
- b) evaluate the potential consequences to the Board if an event identified as a risk takes place; and
- c) decide upon appropriate measures to avoid, reduce or control the risk or its consequences.

This Risk Management Policy document is designed to be a living document which will be continually updated when new risks are identified or when existing risks change.

The assessment of potential impact will be classified as high, medium or low. At the same time it will assess how likely a risk is to occur and this will enable the Board to decide which risks it should pay most attention to when considering what measures to take to manage the risks.

After identifying and evaluating risks the responsible officer will need to decide upon appropriate measures to take in order to avoid, reduce or control the risks or their consequence.

RISK ANALYSIS

1. TO PROVIDE AND MAINTAIN STANDARDS OF NEEDS BASED SUSTAINABLE FLOOD PROTECTION

1.1 Risk of Being Unable to Prevent Flooding to Property or Land

The Board's main objective is to provide satisfactory water level management within the Board's area.

Flooding could occur in the following ways:

- From failure of coastal defences which are maintained by EA
- From EA Watercourses
- From IDB watercourses
- From riparian watercourses
- From sewers maintained by other authorities
- From surface water

(a) Coastal flooding from failure or overtopping of defences

Consequence: Land and Properties could be subjected to flooding and IDB Pumping Stations could be required to deal with substantial additional flows

How risk is managed: Board works with lead local flood authority, Environment Agency and the Wash Frontage Group.

Future Work: Lobbying of government representative

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| HIGH | Low | 3 |

(b) Fluvial flooding from failure or overtopping of defences

Consequence: Land and Properties could be subjected to flooding and IDB Pumping Stations could be required to deal with Substantial additional flows

How risk is managed: Board works with lead local flood authority
Pumping Stations Additional Resilience
Partnership working with EA including PSCA
Agreement with EA to switch off selected pumps if levels reach 2.7m ODN at Black Hole Drove PS

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| HIGH | MEDIUM | 6 |

(c) Flooding from failure of IDB pumping stations or excess rainfall

Consequence: Land and Properties could be subjected to flooding and IDB Pumping Stations could be required to deal with Substantial additional flows

How risk is managed: Board works with lead local flood authority
PTO gear boxes and generator connections.

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| HIGH | LOW | 3 |

(d) Flooding from Sewers or riparian watercourses

Consequence: Small areas of land and maybe some properties could be subjected to flooding

How risk is managed: Board works with lead local flood authority

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

1.2 Risk of Loss of Electrical Supply

The Board relies on electrical power for all pumping stations. Loss of supply could be encountered for a number of reasons in the future.

Consequence: Pumping stations would fail to operate
Office and Depot would be unable to function
Telemetry system fails to operate

How risk is managed: Dual drive gearboxes installed at pumping stations to enable pumps to be operated by a tractor
Large pumping stations have generator connections but the Board would have to hire in generators which may be in short supply
UPS system fitted to telemetry computer, Main server and Phone System

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| HIGH | LOW | 3 |

1.3 Risk of Pumps Failing to Operate

Consequence: High water levels and possible flooding
Extra expenditure on pumping station maintenance

How risk is managed: Pumping Engineer checks at regular intervals
Refurbishment of plant is continuously programmed
Continued investment planned for pumping stations

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| HIGH | LOW | 3 |

1.4 Risk of Board Watercourses being Unable to Convey Water

Consequence: High water levels and possible flooding from over topping
Extra expenditure on drain maintenance

How risk is managed: Asset conditions are shown on a database
All watercourses are cleared of weed growth once each year
All watercourses are desilted on a regular basis
Board regularly check and clear out culverts

Further work: Continue to review asset conditions in asset database

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

1.5 Risk of Operating Machinery to Maintain Watercourses

The Board operates excavators and tractor mounted machines to remove weed growth and silt from watercourses. There are risks in operating this machinery.

Risk: Hitting overhead electrical services
Hitting underground electrical services
Machines falling into watercourse
Parts of machine hitting people or other vehicles

Consequence: Damage to Third parties
Damage to **plant &** vehicles
Injury to staff

How risk is managed: Machinery is regularly serviced
Machinery is checked twice each year by a qualified engineer
Health and Safety Policy, reported annually to the Board
Health and Safety Consultant employed
All drivers are suitably trained
All drivers are provided with the required safety equipment
All machinery is insured by the Board

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

1.6 Risk of Claims from Third Parties for damage to property or injury

Risk: The Board could cause damage to property or injury due to their actions
 Hitting overhead/underground electrical services
 Machines falling into watercourses
 Damage to Third parties
 Damage to **plant & vehicles**

Consequence: Injury to staff
 Loss of income
 Extra work for staff

How risk is managed: The Board has adequate insurance
 The Board train staff to undertake works safely
 Risk assessments are carried out

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

1.7 Risk of Third Parties damage to Board maintained assets

Risk: Damage to Board Maintained Assets
 Damage to Board Owned Assets

Consequence: Assets not performing as they are designed to.

How risk is managed: Managed Assets – Board Byelaws
 Owned Assets - Insurance

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

1.8 Risk of Loss of Senior Staff

Consequence: Inability to operate efficiently

How risk is managed: **Should staff from the Emergency response Team not be available during a prolonged event cover should be implemented as per the emergency response plan**
 Hire in temporary staff from Agencies or other local Drainage Boards
 Formalised arrangements to share staff from other drainage boards

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

1.9 Insufficient Finance to Carry Out Works

Consequence: Watercourses not maintained in satisfactory condition
Pumping Stations more at risk of failure
Increased risk of poor drainage and flooding
Significant unexpected costs to respond to incidents or extended periods of wet weather.

How risk is managed: Ten year budget to ensure adequate funding
The Board maintains reserves at a level sufficient to respond to incidents and extended periods of wet weather.

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

1.10 Reduction in Staff Performance

Consequence: Reduced standards of maintenance

How risk is managed: Ongoing continuous supervision, advice, training, line management motivation and appraisal.
Management systems

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

1.11 Insufficient Staff Resources

Consequence: Reduced standards of maintenance
Reduced value for money

How risk is managed: Review by senior management
Reports to Executive Committee
Terms of Employment regularly reviewed to remain competitive

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

2. TO CONSERVE AND ENHANCE THE ENVIRONMENT WHEREVER PRACTICAL AND POSSIBLE TO ENSURE THERE IS NO NET LOSS OF BIODIVERSITY

2.1 Risk of Prosecution for not Adhering to Environmental Legislation

The Board have responsibilities to promote nature conservation and the environment

Consequence: Prosecution for damage to habitat
Injury or death of fish, birds or mammals

How risk is managed: Board employs an environmental consultant for reports and advice
Workforce are trained in environmental matters
Working within the restraints of the Board's Biodiversity Action Plan
Environmental clean-up liability Insurance (£1m)

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

2.2 Non Delivery of Objectives

Consequence: Biodiversity Action Plan not complied with

How risk is managed: Projects included in capital plan

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| LOW | LOW | 1 |

3. TO PROVIDE A 24 HOUR/365 DAY EMERGENCY RESPONSE FOR THE COMMUNITY

3.1 Emergency Plan Inadequate or Not up to Date

Consequence: Difficulties in emergency situation

How risk is managed: Regular review of plan

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| LOW | LOW | 1 |

3.2 Insufficient Resources (Staff and Equipment)

Consequence: Inability to provide adequate response

How risk is managed: Shared resources with neighbouring Boards
Use local farmer/landowner resources
Review resources available

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

3.3 Risk of Critical Incident Loss of Office

Consequence: Risk of an incident preventing the use of anything at the offices

How risk is managed: Insurance for additional cost of working/business interruption (£100k over a 12 Months period)
Remote Backups to HBP servers kept for 365 days

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| HIGH | LOW | 3 |

4. TO PROVIDE A SAFE AND FULFILLING WORKING ENVIRONMENT FOR STAFF

4.1 Risk of Injury to Staff and Subsequent Claims and Losses

Consequence: Injury to staff
 Claims for losses
 Senior staff liable under Corporate Manslaughter Legislation

How risk is managed: Health and Safety Policy, reported annually to the Board
 Health and Safety Consultant employed
 Staff are trained for the duties that they are required to perform
 Risk assessments are carried out for all activities
 Employers Liability Insurance (£15m)
 Personal Accident Insurance (£60k & £100pw)

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

4.2 Risk of not complying with Health & Safety Legislation

If Health & Safety legislation is not complied with there is a risk of work being stopped and officers being prosecuted.

Consequence: Fines and serious delays in work programme

How risk is managed: A health and safety consultant is employed to advise on policy, monitor legislation and to check Health & Safety risk assessments
 Board Health & Safety policy is developed under their guidance
 Regular training of all staff
 Insurance for Manslaughter Costs and Safety Legislation costs (£1m each)

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| HIGH | LOW | 3 |

5. TO MAINTAIN FINANCIAL RECORDS THAT ARE CORRECT AND COMPLY WITH ALL RECOMMENDED ACCOUNTING PRACTICE

5.1 Risk of Loss of Cash

Very little cash collected at office

Consequence: Loss of income

How risk is managed: Money placed in safe and banked as soon as possible
Insurance (£500 out of safe overnight to £5,000 during business hours)
A maximum of £500 petty cash is held

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| LOW | LOW | 1 |

5.2 Risk of Loss of Money invested in Building Societies & Banks & Managed Funds

Consequence: Loss of income

How risk is managed: Money is placed with known Building Societies and banks on the FCA Register
A maximum of £300,000 is invested in an individual organisation as per the Investment Policy
Maximum of £500,000 invested in a managed fund.
The Executive Committee of the Board reviews the investments on a regular basis

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

5.3 Risk of Fraud by Senior Officers

Consequence: Loss of money

How risk is managed: Two Officers always have to sign each mandate for a transaction
All purchase ledger transactions are reviewed by the Board
The Board has adequate insurance

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| LOW | LOW | 1 |

5.4 Risk of Inadequacy of Internal Checks

Consequence: Risk of incorrect payments being made

How risk is managed: All items resulting in payments being made by the Board are checked before being processed

All Payments made through the Board's Bank Accounts are authorised by two authorised signatories as per the Financial Regulations

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

5.5 Fraudulent use of Credit Cards

Consequence: Loss of money

How risk is managed: The Board has insurance up to £1,000 per card (Card limits £5k, £5k & £2,500)
Card expenditure is reconciled monthly and certified by both CEO & FM

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| LOW | MEDIUM | 2 |

6. TO ENSURE THAT ALL ACTIONS TAKEN BY THE BOARD COMPLY WITH ALL CURRENT UK AND EU LEGISLATION

6.1 Risks to Board Members

There are 21 Board Members who make decisions on the operation of the Board

Risk: Board Members make decisions that involve the Board in extra expense

Consequence: Liability of Board Members

How risk is managed: Insurance (£3m Legal Liability Cover)
Qualified and experienced staff advise the Board

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| LOW | LOW | 1 |

6.2 Risk of not complying with all Employment Regulations and Laws

There is a risk that the Board may not comply with all regulations and laws.

Consequence: Claims against the Board

How risk is managed: Insurance (£1m Employment Practices Cover)
Advice from consultants and solicitors and the industry
Finance Manager has regular training in employment law

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

7. A COST EFFICIENT IDB THAT PROVIDES VALUE FOR MONEY SERVICE

7.1 Risk of Collecting insufficient Income to Fund Expenditure

Consequence: Inability to pay staff and creditors
Inability to maintain drains and pumping stations in a satisfactory condition

How risk is managed: Monthly finance reports sent to Members of Executive Committee
Reports to Board Meetings
Cash flow forecasting by Finance Manager
Comprehensive Annual Budgets and ten year estimates produced

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| LOW | LOW | 1 |

7.2 IDB abolished or taken over

Consequence: Loss of direction from local members

How risk is managed: Association of Drainage Authorities lobbies on behalf of IDB's
Regular dialogue with local MP's

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| LOW | LOW | 1 |

8. INFORMATION TECHNOLOGY & COMMUNICATIONS

8.1 Risk of Loss of Telemetry

Consequence: If the telemetry fails then it will be more difficult to manage the pumping stations

How risk is managed: Continual review of hardware and software
Back up computers
Workmen already assigned to pumping stations can be sent to check on conditions
High Capacity UPS (Battery Backup) in place in case of power cut

Further Work: Continue to maintain trained staff to monitor telemetry
Work ongoing to upgrade the Telemetry Systems including the ability for remote operation.

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

8.2 Risk of Loss of Telephone Communications

Consequence: Inability to communicate decisions

How risk is managed: All staff have mobile telephones
14 VOIP phones (6 with power supplies to be able to be used anywhere with an internet connection)
2 Analog lines on site
UPS (Battery Backup) on Communications Cabinet
4G Assure on one of the Broadband lines if landlines fail

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| LOW | LOW | 1 |

8.3 Risk of Loss of Internet Connections

Consequence: Unable to remotely connect to office and Telemetry resulting in Employee having to be on site in an event
Unable to make bank payments
Unable to access information on internet

How risk is managed: Two Fibre Broadband internet lines into office
4G Assure on one of the Broadband lines if landlines fail
Mobile Wifi Broadband contract maintained

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

8.4 Risk of Network Failure

Consequence: All computers and information inaccessible

How risk is managed: Proactive IT Maintenance Contract with external consultants including disaster recovery
4 hour response for server or Network failure
Staff with limited training and remote support

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| HIGH | LOW | 3 |

8.5 Risk of Breach in Cyber Security

Consequence: All computers and information inaccessible
Risk of Data Protection Breach
Security of Information (Keylogger)

How risk is managed: Proactive IT Maintenance Contract with external consultants
4 hour response for server or Network failure
Staff with limited training and remote support
Staff Training (All staff have completed classroom and online training provided by our IT consultants and Sophos as a minimum)
Unified Threat Management system installed and subscription maintained
All information taken off site digitally is encrypted and password protected
Remote Backups to HBP servers kept for 365 days

Further Work: Introduction of Electronic Information and Communication Systems Policy (was part of the 'White Book' previously)

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

8.6 Risk of Network Security Breach

Consequence: Unauthorised access to the Network and information stored on the network

How risk is managed: Unified Threat Management installed and subscription maintained
Review of Network Security by IT consultants carried out

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

8.7 Risk of Virus being introduced to Network

Consequence: Malicious damage to hardware and information by various types of virus

How risk is managed: Sophos Antivirus installed on all servers, desktop computers and laptops and managed centrally
Hard Firewall installed to prevent unauthorised person introducing virus
Emails filtered off site by Message Defence and Office 365 to reduce likelihood of malicious attachments

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

8.8 Risk of Loss of Accounting Records

All of the Board's records are retained on the main server in the communications room

Consequence: Inability to pay staff
Inability to pay creditors
Difficulty in finalising accounts

How risk is managed: Records backed up each day on a 2 week rotation and monthly on an annual rotation
Insurance for Business interruption £100k for up to 12 months
Computer systems are regularly reviewed by trained staff and external IT consultants
Volume Shadow software copies back up every six hours
Remote Backups to HBP servers kept for 365 days

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

8.9 Risk of Loss of Rating Records

All of the Board's records are retained on the main server in the communications room

Consequence: Inability to check who has paid rates
Loss of income
Loss of records of occupiers of land

How risk is managed: Records backed up each day on a 2 week rotation and monthly on an annual rotation
Insurance for Business interruption £100k for up to 12 months
Volume Shadow software copies back up every six hours
Computer systems are regularly reviewed by trained staff and by external IT consultants
Remote Backups to HBP servers kept for 365 days

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level |
|--------------------------|------------------------------|------------|
| MEDIUM | LOW | 2 |

Black Sluice Internal Drainage Board

ASSET REGISTER
As at 31st March 2020

SUMMARY

| | Land & Operational Buildings £ | Pumping Stations £ | Non Operational Property £ | Vehicles, Plant & Equipment £ | Total £ |
|------------------------------|---|--------------------------|-------------------------------------|--|------------|
| <u>Cost</u> | | | | | |
| Opening Balance | 739,350 | 3,861,354 | 130,000 | 1,576,792 | 6,307,496 |
| Additions | 0 | 0 | 0 | 424,548 | 424,548 |
| Disposals | 0 | 0 | 0 | (355,746) | (355,746) |
| Revaluation | 0 | 0 | 0 | 0 | 0 |
| As at 31st March 2020 | 739,350 | 3,861,354 | 130,000 | 1,645,594 | 6,376,298 |
| <u>Depreciation</u> | | | | | |
| Opening Balance | 0 | 0 | 0 | (853,182) | (853,182) |
| Disposals | 0 | 0 | 0 | 193,972 | 193,972 |
| Charge for year | 0 | 0 | 0 | (155,436) | (155,436) |
| As at 31st March 2020 | 0 | 0 | 0 | (814,646) | (814,646) |
| <u>Net Book Value</u> | | | | | |
| As at 31st March 2019 | 739,350 | 3,861,354 | 130,000 | 723,610 | 5,454,314 |
| As at 31st March 2020 | 739,350 | 3,861,354 | 130,000 | 830,948 | 5,561,652 |

Black Sluice Internal Drainage Board

ASSET REGISTER
As at 31st March 2020

| PLANT & VEHICLES | Code | Brought Forward | | | Additions | Disposal | | | Dep'n Expense | Carried Forward | | | |
|--------------------------------------|----------|-----------------|------------|---------|-----------|----------|---------|---------|---------------|-------------------------|---------|------------|---------|
| | | Cost | Dep'n Prov | WDV C/F | | Cost | Dep'n | Sale | | Profit / (Loss) on sale | Cost | Dep'n Prov | WDV C/F |
| | | | | | | | | | | | | | |
| Forklift | EFE 964X | 9013 | 700 | 699 | 1 | | | | 0 | 700 | 699 | 1 | |
| Trailer Flatbed | | 9043 | 1,750 | 1,749 | 1 | | | | 0 | 1,750 | 1,749 | 1 | |
| Trailer Tipping | | 9054 | 2,680 | 2,679 | 1 | | | | 0 | 2,680 | 2,679 | 1 | |
| Trailer Low Loader Chieftain | | 9057 | 14,900 | 14,899 | 1 | | | | 0 | 14,900 | 14,899 | 1 | |
| Trailer 19Ton Dump Chieftain 1 | | 9058 | 13,832 | 13,831 | 1 | | | | 0 | 13,832 | 13,831 | 1 | |
| Unimog (RC) | AJ58 VDN | 9080 | 90,792 | 90,791 | 1 | | | | 0 | 90,792 | 90,791 | 1 | |
| Fuel Bowser | | 9083 | 2,300 | 2,299 | 1 | | | | 0 | 2,300 | 2,299 | 1 | |
| Trailer Anssen box | | 9084 | 950 | 949 | 1 | | | | 0 | 950 | 949 | 1 | |
| JCB JS160LR (PB) | YV60 EER | 9088 | 88,095 | 88,094 | 1 | 88,095 | 88,094 | 20,000 | 0 | 0 | 0 | 0 | |
| Vauxhall Vivaro Van (MW) | LN12 YPY | 9093 | 13,950 | 13,949 | 1 | 13,950 | 13,949 | 3,500 | 0 | 0 | 0 | 0 | |
| JCB Teleporter 531-70 | YN12 DXD | 9094 | 43,470 | 43,469 | 1 | | | | 0 | 43,470 | 43,469 | 1 | |
| Vauxhall Movano Tipper | VN12 GUH | 9095 | 16,165 | 10,391 | 5,774 | | | | 0 | 16,165 | 12,700 | 3,465 | |
| JCB 145 (MH) | YR63 THX | 9096 | 94,715 | 58,634 | 36,081 | | | | 0 | 94,715 | 72,165 | 22,550 | |
| JCB JS130LC | YS14 WBO | 9097 | 94,490 | 56,246 | 38,244 | | | | 0 | 94,490 | 69,745 | 24,745 | |
| Nissan Navara Visa (KM) | FX15 TUA | 9100 | 19,180 | 10,960 | 8,220 | 19,180 | 10,960 | 5,500 | -2,720 | 0 | 0 | 0 | |
| Nissan Navara Visa (SM) | FX15 TUH | 9101 | 19,180 | 10,960 | 8,220 | 19,180 | 10,960 | 5,000 | -3,220 | 0 | 0 | 0 | |
| Nissan Navara Acenta (PN) | FY15 RBU | 9102 | 20,567 | 11,752 | 8,815 | 20,567 | 11,752 | 8,333 | -482 | 0 | 0 | 0 | |
| Twiga SPV2 | WA15 LFG | 9103 | 174,800 | 99,884 | 74,916 | | | | 0 | 174,800 | 124,855 | 49,945 | |
| Spearehead Twigga SPV 2 inc Flail | YO16 BOF | 9104 | 194,774 | 58,257 | 136,517 | 194,774 | 58,257 | 100,000 | -36,517 | 0 | 0 | 0 | |
| Piling Hammer EMV220 Metric Hoses | | 9106 | 19,290 | 5,512 | 13,778 | | | | 0 | 19,290 | 8,268 | 11,022 | |
| Hitachi ZX210-5B Hydraulic Excavator | | 9105 | 133,845 | 36,282 | 97,563 | | | | 0 | 133,845 | 48,376 | 85,469 | |
| AEBI TT211 Serial inc Flail | | 9108 | 55,058 | 45,057 | 10,001 | | | | 0 | 55,058 | 47,557 | 7,501 | |
| AEBI Side Flail | | 9108 | 7,500 | 1,071 | 6,429 | | | | 0 | 7,500 | 2,142 | 5,358 | |
| Spearehead Twigga SPV2 | | 9109 | 205,811 | 41,292 | 164,519 | | | | 0 | 205,811 | 61,938 | 143,873 | |
| JCB JS-130 | YT19 SLZ | 9112 | 105,350 | 9,483 | 95,867 | | | | 0 | 105,350 | 18,966 | 86,384 | |
| Mitsubishi L200 | AJ19 DRV | 9113 | | | | 20,431 | | | 0 | 20,431 | 3,858 | 16,573 | |
| Mitsubishi L200 | AJ19 DRX | 9114 | | | | 20,431 | | | 0 | 20,431 | 3,858 | 16,573 | |
| Mitsubishi L200 | AJ19 DRZ | 9115 | | | | 20,431 | | | 0 | 20,431 | 3,858 | 16,573 | |
| Twiga SPV2 | VX68 EFR | 9116 | | | | 197,150 | | | 0 | 197,150 | 19,683 | 177,467 | |
| Vauxhall Vivaro Van (MW) | DN68 GUH | 9117 | | | | 16,255 | | | 0 | 16,255 | 1,894 | 14,361 | |
| Mitsubishi L200 | AF69 FSX | 9118 | | | | 20,000 | | | 0 | 20,000 | 3,750 | 16,250 | |
| JCB JS145LR | YT69 JVM | 9119 | | | | 129,850 | | | 0 | 129,850 | 12,206 | 117,644 | |
| Cutting Basket on | No. 5 | 9202 | 5,950 | 5,100 | 850 | | | | 0 | 5,950 | 5,949 | 1 | |
| 3m LJV Weed Bucket | No. 6 | 9203 | 4,270 | 4,269 | 1 | | | | 0 | 4,270 | 4,269 | 1 | |
| 3.75m Weed Cutting Bucket | No.7 | 9204 | 5,480 | 1,566 | 3,914 | | | | 0 | 5,480 | 2,349 | 3,131 | |
| E&H 3.75m Weed Bucket | No. Sp | 9206 | 5,375 | 5,374 | 1 | | | | 0 | 5,375 | 5,374 | 1 | |
| Weed Bucket 4M (En & Hir) | No.11 | 9207 | 4,745 | 4,744 | 1 | | | | 0 | 4,745 | 4,744 | 1 | |
| E&H 3.75 Weed Bucket (9097) | No. 12 | 9208 | 5,295 | 630 | 4,665 | | | | 0 | 5,295 | 5,295 | 756 | |
| E&H 3.75m (on 9105) | No. 10 | 9209 | 6,470 | 2,772 | 3,698 | | | | 0 | 6,470 | 3,696 | 2,774 | |
| Heightmasters (six) | N/A | | 20,218 | 20,217 | 1 | | | | 0 | 20,218 | 20,217 | 1 | |
| 4 in 1 JCB Bucket | N/A | | 1,100 | 1,099 | 1 | | | | 0 | 1,100 | 1,099 | 1 | |
| 3.75m Weed Cutting Bucket | | | 5,505 | - | 5,505 | | | | 0 | 5,505 | 786 | 4,719 | |
| | | | 0 | - | 0 | | | | 0 | 0 | 0 | 0 | |
| TOTAL | | A005 | 1,498,552 | 774,960 | 723,593 | 424,548 | 355,746 | 142,333 | -19,441 | 1,567,354 | 736,423 | 830,932 | |

Black Sluice Internal Drainage Board

ASSET REGISTER

As at 31st March 2020

| Workshop Equipment | Code | Brought Forward | | | Additions | Disposal | | | Dep'n Expense | Carried Forward | | |
|------------------------------|-------------|-----------------|---------------|-----------|-----------|----------|----------|-------------------------|---------------|-----------------|------------|---------|
| | | Cost | Dep'n Prov | WDV C/F | | Cost | Dep'n | Sale | | Cost | Dep'n Prov | WDV C/F |
| | | | | | | | | Profit / (Loss) on sale | | | | |
| Mobile Steam Cleaner | 9086 | 2,300 | 2299 | 1 | | | | 0 | 2,300 | 2,299 | 1 | |
| 2" Pump | 9023 | 2,000 | 1999 | 1 | | | | 0 | 2,000 | 1,999 | 1 | |
| 3" Pump | 9022 | 2,500 | 2499 | 1 | | | | 0 | 2,500 | 2,499 | 1 | |
| 6" Godwin Pump | 9021 | 12,219 | 12218 | 1 | | | | 0 | 12,219 | 12,218 | 1 | |
| Pump SLD 4" | 9021 | 16,050 | 16049 | 1 | | | | 0 | 16,050 | 16,049 | 1 | |
| Nifty Lift | 9085 | 18,500 | 18499 | 1 | | | | 0 | 18,500 | 18,499 | 1 | |
| Fuel Bowser (Tractor) | 9083 | 2,000 | 1999 | 1 | | | | 0 | 2,000 | 1,999 | 1 | |
| Platform Tower | | 1,412 | 1411 | 1 | | | | 0 | 1,412 | 1,411 | 1 | |
| Scaffold (Blok n Mesh) | | 656 | 655 | 1 | | | | 0 | 656 | 655 | 1 | |
| HPC Compressor | 9070 | 4,950 | 4950 | 1 | | | | 0 | 4,950 | 4,950 | 1 | |
| 500Ltr Bowser (ex A Plant) | 9083 | 998 | 997 | 1 | | | | 0 | 998 | 997 | 1 | |
| 3.2 Tonne Hand Winch | | 600 | 599 | 1 | | | | 0 | 600 | 599 | 1 | |
| Disc Cutter 12" | | 415 | 414 | 1 | | | | 0 | 415 | 414 | 1 | |
| TOTAL Workshop Equip. | A006 | 64,600 | 64,587 | 13 | 0 | 0 | 0 | 0 | 64,600 | 64,587 | 13 | |

| Office Equipment | Code | Brought Forward | | | Additions | Disposal | | | Dep'n Expense | Carried Forward | | |
|----------------------------|-------------|-----------------|---------------|----------|-----------|----------|----------|-------------------------|---------------|-----------------|------------|---------|
| | | Cost B/F | Dep'n B/F | WDV B/F | | Cost | Dep'n | Sale | | Cost | Dep'n Prov | WDV C/F |
| | | | | | | | | Profit / (Loss) on sale | | | | |
| OKi C8800DN A3 | | 1,753 | 1,752 | 1 | | | | 0 | 1,753 | 1,752 | 1 | |
| Ante Room Furniture (PN) | | 996 | 995 | 1 | | | | 0 | 996 | 995 | 1 | |
| Paintings | | 1,000 | 999 | 1 | | | | 0 | 1,000 | 999 | 1 | |
| Projector Epson | | 1,516 | 1,515 | 1 | | | | 0 | 1,516 | 1,515 | 1 | |
| Colortrac Scanner | | 5,190 | 5,190 | 1 | | | | 0 | 5,190 | 5,190 | 1 | |
| HP Designjet 800 | | 3,185 | 3,184 | 1 | | | | 0 | 3,185 | 3,184 | 1 | |
| TOTAL Office Equip. | A007 | 13,640 | 13,635 | 5 | 0 | 0 | 0 | 0 | 13,640 | 13,635 | 5 | |

Black Sluice Internal Drainage Board

ASSET REGISTER

As at 31st March 2020

| Operational Buildings | Code | Brought Forward | | | Revaluation | Disposal | | | Carried Forward | | | | | |
|----------------------------------|------|-----------------|----------------|---------|-------------|----------|-------|------|-------------------------|------|------------|---------|---------|---------|
| | | Cost B/F | Dep'n Prov B/F | WDV B/F | | Cost | Dep'n | Sale | Profit / (Loss) on sale | Cost | Dep'n Prov | WDV C/F | | |
| | | | | | | | | | | | | | 720,000 | |
| Depot - Station Road, Swineshead | | 720,000 | | 720,000 | | | | 0 | | | | | | |
| | | 720,000 | | 720,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 720,000 | | 720,000 |

| Non-operational Buildings | Code | Brought Forward | | | Revaluation | Disposal | | | Carried Forward | | | | | |
|---------------------------------|------|-----------------|----------------|---------|-------------|----------|-------|------|-------------------------|------|------------|---------|---------|---------|
| | | Cost B/F | Dep'n Prov B/F | WDV B/F | | Cost | Dep'n | Sale | Profit / (Loss) on sale | Cost | Dep'n Prov | WDV C/F | | |
| | | | | | | | | | | | | | 130,000 | 0 |
| Bungalow, Hessele Drive, Boston | | 130,000 | 0 | 130,000 | | | | 0 | | | | | | |
| | | 130,000 | 0 | 130,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 130,000 | 0 | 130,000 |

Black Sluice Internal Drainage Board

ASSET REGISTER As at 31st March 2020

| LAND | Grid | Deed | Land | Cost |
|----------------------------|-----------|-------------|----------|--------|
| | Ref | Packet | Reg Ref | |
| FREEHOLD LAND | | | | |
| Woodside Rd, Kirton | | | LL289442 | 3,000 |
| Drainside North, Kirton | | | | 1,000 |
| Gosberton (dump area) | 1629 | 234 | LL119948 | 10,000 |
| Bourne slipes | | | LL226382 | 2,000 |
| Donnington M Hurn | 1737-3559 | 136 | LL225244 | 50 |
| Donnington N Ings | 1774-3706 | 130 | LL224929 | 50 |
| Bicker Fen | 1870-3972 | 137/8 | LL226134 | 50 |
| Swineshead | 2293-4307 | 125/132 | LL224927 | 50 |
| Chain Bridge | 3073-4280 | 134 | LL225150 | 50 |
| Wyberton Marsh | 3596-4003 | 133 | LL224928 | 50 |
| Kirton Marsh old pump | 3394-3543 | | LL234409 | 50 |
| Kirton Marsh new pump | 3429-3501 | | LL1808 | 50 |
| Ewerby Fen old site | 1595-4836 | 126 | LL229201 | 50 |
| Ewerby Fen new site | 1593-4837 | 126 | LL229201 | 50 |
| Heckington Fen | 1857-4674 | 120 | LL1267 | 50 |
| Gt Hale & Lt Hale | 2068-4260 | 131/147 | LL224931 | 50 |
| Holland Fen | 2489-4366 | 140 | LL226701 | 50 |
| Cooks Lock | 3139-4322 | | LL226444 | 50 |
| Damford Grounds | 1938-5060 | | LL230376 | 50 |
| South Kyme | 2075-4691 | | LL230709 | 50 |
| Amber Hill Trinity College | 2175-4583 | | LL230708 | 50 |
| Helpringham Fen | 1773-3754 | 148 | LL224936 | 50 |
| Swaton Fen | 1749-3650 | 135 | LL225203 | 50 |
| Horbling Fen | 1704-3467 | 119/117/149 | LL224102 | 50 |
| Billingborough Fen | 1672-3336 | 121/122/124 | LL224216 | 50 |
| Sempringham Fen | 1642-3183 | 123 | LL224290 | 50 |
| Dowsby Fen | 1618-2938 | 142 | LL226449 | 50 |
| Gosberton Fen | 1625-2940 | 141 | LL224930 | 50 |
| Dowsby Lode | 1624-2843 | 143 | LL232613 | 50 |
| Rippingale Fen | 1634-2797 | 139 | LL224520 | 50 |
| Dunsby Fen | 1651-2709 | 222 | LL60370 | 50 |
| Pinchbeck | 1662-2654 | 127 | LL226378 | 50 |
| Hacconby Fen | 1661-2572 | 209 | LL226871 | 50 |
| Black Hole Drove | 1674-2513 | 129 | LL230371 | 50 |
| Dyke Fen | 1511-2271 | 198/239 | LL225257 | 50 |
| Twenty Corner | 1519-2073 | | LL229199 | 50 |
| Quadring Fen | 1676-3316 | 116 | LL229312 | 50 |
| Bicker Eau | 2268-3743 | 218 | LL230375 | 50 |
| Donington Wykes | 2161-3574 | | LL230374 | 50 |
| Guthram old site | 1676-2215 | 169 | LL231639 | 50 |
| Risegate Eau | | | LL226387 | 50 |
| NFF Drain | | | LL226146 | 500 |
| New Hammond Beck | | | LL226149 | 500 |
| Pinchbeck (atkinson) | | 191 | LL224096 | 50 |
| Pinchbeck (chapman) | | 171 | LL224089 | 50 |
| Pinchbeck (Harrison) | | 240 | LL91052 | 50 |
| Bourne North Fen Lake | 7950-5750 | 109/201 | LL222147 | 50 |
| Bourne North Fen Lake | 2900-9800 | 66 | LL222081 | 50 |
| Bourne North Fen Lake | 4450-8550 | 87/303 | LL222082 | 50 |
| Kirton Holme | 2628-4213 | 160 | LL230089 | 50 |
| Wyberton Dells Estate | 3141 | 157/162 | LL222402 | 50 |
| Guthram SFF Banks | | | LL230371 | 50 |
| Ewerby Catchment Drain | | | LL234408 | 50 |

TOTAL

51

A001

19,350

Black Sluice Internal Drainage Board

ASSET REGISTER

As at 31st March 2020

| Pumping Stations | Code | Brought Forward | | | Additions | Disposal Profit / (Loss) on sale | Dep'n Expense | Carried Forward | | |
|------------------------------|------|------------------|----------------|------------------|-----------|----------------------------------|---------------|------------------|------------|------------------|
| | | Cost B/F | Dep'n Prov B/F | WDV B/F | | | | Cost | Dep'n Prov | WDV C/F |
| Allan Hse (ASDA) | | 21,500 | | 21,500 | | | | 21,500 | 0 | 21,500 |
| Bicker Eau | | 28,200 | | 28,200 | | | | 28,200 | 0 | 28,200 |
| Bicker Fen | | 89,100 | | 89,100 | | | | 89,100 | 0 | 89,100 |
| Swineshead | | 198,300 | | 198,300 | | | | 198,300 | 0 | 198,300 |
| Chain Bridge | | 173,333 | | 173,333 | | | | 173,333 | 0 | 173,333 |
| Wyberton Marsh | | 181,700 | | 181,700 | | | | 181,700 | 0 | 181,700 |
| Kirton Marsh | | 56,200 | | 56,200 | | | | 56,200 | 0 | 56,200 |
| Ewerby | | 99,000 | | 99,000 | | | | 99,000 | 0 | 99,000 |
| Heckington | | 103,200 | | 103,200 | | | | 103,200 | 0 | 103,200 |
| Gt / Lt Hale | | 174,433 | | 174,433 | | | | 174,433 | 0 | 174,433 |
| Holland Fen | | 189,700 | | 189,700 | | | | 189,700 | 0 | 189,700 |
| Cooks Lock | | 188,533 | | 188,533 | | | | 188,533 | 0 | 188,533 |
| Damford | | 283,671 | | 283,671 | | | | 283,671 | 0 | 283,671 |
| South Kyme | | 145,400 | | 145,400 | | | | 145,400 | 0 | 145,400 |
| Trinity College (Amber Hill) | | 149,967 | | 149,967 | | | | 149,967 | 0 | 149,967 |
| Helpingham Fen | | 64,167 | | 64,167 | | | | 64,167 | 0 | 64,167 |
| Swaton | | 95,483 | | 95,483 | | | | 95,483 | 0 | 95,483 |
| Horbling | | 66,033 | | 66,033 | | | | 66,033 | 0 | 66,033 |
| Billingborough | | 64,800 | | 64,800 | | | | 64,800 | 0 | 64,800 |
| Sempringham | | 64,000 | | 64,000 | | | | 64,000 | 0 | 64,000 |
| Gosberton | | 172,200 | | 172,200 | | | | 172,200 | 0 | 172,200 |
| Dowsby Fen | | 154,000 | | 154,000 | | | | 154,000 | 0 | 154,000 |
| Dowsby Lode | | 67,667 | | 67,667 | | | | 67,667 | 0 | 67,667 |
| Rippingale | | 67,400 | | 67,400 | | | | 67,400 | 0 | 67,400 |
| Dunsby | | 79,500 | | 79,500 | | | | 79,500 | 0 | 79,500 |
| Pinchbeck | | 65,733 | | 65,733 | | | | 65,733 | 0 | 65,733 |
| Hacconby | | 56,700 | | 56,700 | | | | 56,700 | 0 | 56,700 |
| Black Hole Drove | | 202,800 | | 202,800 | | | | 202,800 | 0 | 202,800 |
| Twenty | | 53,800 | | 53,800 | | | | 53,800 | 0 | 53,800 |
| Dyke Fen | | 157,000 | | 157,000 | | | | 157,000 | 0 | 157,000 |
| Quadring | | 67,834 | | 67,834 | | | | 67,834 | 0 | 67,834 |
| Donington North Ings | | 173,800 | | 173,800 | | | | 173,800 | 0 | 173,800 |
| Donington Mallard Hurn | | 62,600 | | 62,600 | | | | 62,600 | 0 | 62,600 |
| Donington Wykes | | 43,600 | | 43,600 | | | | 43,600 | 0 | 43,600 |
| TOTAL | | 3,861,354 | | 3,861,354 | 0 | 0 | | 3,861,354 | 0 | 3,861,354 |

Black Sluice Internal Drainage Board

Policy No: 05

Investment Strategy Policy

Review Dates:

| | |
|----------------|----------------------------|
| Board Approved | 17 th June 2015 |
| Due for Review | |

1. Introduction

- 1.1 Black Sluice Internal Drainage Board (the Board) acknowledges the importance of prudently investing the temporary surplus funds held on behalf of the local ratepayers. This has acquired even greater importance in the light of the credit crunch during 2008-09 and consideration of the risk involved is a major element to be considered.
- 1.2 This strategy complies with the arrangements set out in the Department of Communities and Local Government (formerly Office of the Deputy Prime Minister) Guidance on Local Government Investments 2004 and the Chartered Institute of Public Finance and Accountancy's Treasury Management in Public Services: Code of Practice and Cross Sectoral Guidance Notes and takes account of Section 15 (1)(a) of the Local Government Act 2003.

2. Investment Objectives

- 2.1 In accordance with Section 15 (1)(a) of the Local Government Act 2003, the Board will have regard (a) to such guidance as Government Ministers may issue from time to time and (b) to such other guidance as Government Ministers may by regulations specify.
- 2.2 The Board's investment priorities are the security of reserves and liquidity of its investments.
- 2.3 The Board will aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity and be consistent with avoiding any major risks.
- 2.4 All investments will be made in sterling.
- 2.5 The **Ministry of Housing, Communities and Local Government** maintains that borrowing of monies purely to invest, or to lend and make a return, is unlawful and this Board will not engage in such activity.

- 2.6 Where external investment managers are used, they will be required to comply with this strategy and will have to be authorised and regulated by the Financial Conduct Authority. Where the Board uses Brokers to carry out the transactions on their behalf, they cannot and do not offer investment advice but simply act as an intermediary.

3. Specified Investments

- 3.1 Specified investments are those offering high security and high liquidity, made in sterling and which must mature within one year. The Board only places deposits with financial institutions which are on the Financial Conduct Authority's approved list of financial institutions. These investments can be used with minimal procedural formalities as currently used by the Board.
- 3.2 For the prudent management of its surplus balances, maintaining sufficient levels of security and liquidity, the Board will use:
- Deposits with banks, building societies, local authorities or other public authorities
 - Deposits in securities which are guaranteed by the Government.
- 3.3 The limit of any such investment will be restricted to £300,000 with any one particular institution or group, or such other sum as the Board specify from time to time. It should be noted that the Government guarantee of £50,000 which applies to private investors does not apply to bodies such as the Board.

4. Non Specified Investments

- 4.1 These investments have greater potential risk and mature after any period longer than 365 days – examples include investment in the money market, stocks and shares or with bodies which do not have a high credit rating.
- 4.2 Given the unpredictability and uncertainties surrounding such investments, the Board will not use this type of investment without a resolution stating otherwise.
- 4.2.1 The Board resolved to invest £500,000 with Brewin Dolphin, an investment broker, at their risk level of "3" at the meeting of the Board on 30 May 2018.**

5. Liquidity of Investments

- 5.1 The Chief Executive and the Finance Manager will determine the maximum periods for which funds may prudently be committed so as not to compromise liquidity.
- 5.2 Investments will be regarded as commencing on the date the commitment to invest is entered into, rather than the date on which the funds are paid over to the relevant body.

6. Long Term Investments

- 6.1 Long term investments are defined in the Guidance as greater than 36 months.
- 6.2 The Board does not currently hold any long term investments; neither will it make any such investments.

7. Internal Controls

- 7.1 The Finance Manager will report on all investments held on a monthly basis as part of the Management Accounts and sent by E-Mail to all members of the Executive Committee. As existing investments mature, the Finance Manager will prepare a current cash flow projection indicating any future suggested investments. This projection will be authorised by both the Finance Manager and the Chief Executive. The current satisfactory practice is for a maturity profile investment projection to be prepared which provides the Board with the option to pull back or invest further according to the cash flow requirements.
- 7.2 The Finance Manager will then act on this authorisation and proceed with any further investments as agreed. A copy of the confirmation of the investment from the financial institution will be initialled by the Chief Executive.

8. End of Year Investment Report

- 8.1 The Annual Strategy for the coming financial year will be prepared by the Finance Manager and presented to the Executive Committee meeting in January each year for approval.
- 8.2 At the end of the financial year, the Finance Manager (as S151 of the Local Government Act 1972 officer) will report on the investment activity to the Board.

9. Review and Amendment of this Strategy

9.1 This Strategy will be reviewed within five years.

9.2 The Board reserves the right to make variations to the Strategy at any time.

9.3 This strategy has been reviewed and agreed with the Board's Internal Auditor.

BLACK SLUICE INTERNAL DRAINAGE BOARD

STANDING ORDERS

The Secretary of State for Environment, Food and Rural Affairs, by virtue of the power contained in paragraph 3 of Schedule 2 to the Land Drainage Act 1991, HEREBY APPROVES these standing orders.

C. A. Tidmarsh

C A Tidmarsh
for and on behalf of the
Secretary of State
Date: 17 April 2020

Rules made by the Black Sluice Internal Drainage Board with the approval of the Secretary of State under paragraph 3(1) of the Second Schedule to the Land Drainage Act, 1991. The relevant statutory provisions governing the proceedings of an Internal Drainage Board are set out in the Annex to these Rules for reference purposes

Regulations as to Proceedings

1. Meetings of the Board, for which 14 days notice will be given, will be open to the public and press who will on the invitation of the Chairman be able to speak at the meeting. The Board can name a resolution to exclude the public and/or press from a meeting or part thereof:-
 - a) The Board will hold a Triennial General Meeting at which the election of Chairman and Vice Chairman will be made.
 - b) The Board will hold a meeting at which the drainage rate and special levies will be set to enable the latter to be served on the special levy council by no later than the 15th February in respect to the following financial year.
 - c) In the event of the need for an emergency meeting the notice will be waived.
2. For each meeting, other than for one arranged as an emergency meeting, members will receive an Agenda and any accompanying papers by post or other means despatched at least seven days before the meeting.
3. No business shall be transacted by the Board, other than that which appears on the Agenda, unless 75% of the members present agree to any such additional issue being discussed.
4.
 - a) A formal meeting of the Board cannot be conducted unless at least on third of the members are present at the start of and during the meeting. If departures reduce the number below this then the Chairman will terminate the meeting at that point.
 - b) All resolutions and proposals will be decided by a majority of votes of the members present.
 - c) In the case of an equality of votes at any meeting, the Chairman for the time being of such meeting shall have a second or casting vote.
5. The Board shall meet at a venue to be determined from time to time with such venue being confirmed in the Agenda.
6. The Board shall, as soon as they conveniently can, appoint a Chairman and Vice-Chairman. The term of office of such Chairman and Vice-

Chairman shall continue until the first meeting of the Board after the next election following their appointment.

7. If any vacancy occurs in the office of Chairman or Vice-Chairman, the Board shall as soon as they conveniently can after the occurrence of such vacancy, choose some one of their number to fill such vacancy.
8.
 - a) At any meeting of the Board the Chairman, if present, shall preside.
 - b) If the Chairman is absent from a meeting of the Board, the Vice-Chairman, if present, shall preside.
 - c) If at any meeting of the Board both the Chairman and Vice-Chairman are not present at the time the members present shall choose some one of their number to be Chairman of such meeting.
9. The Board shall cause Minutes to be made of all meetings and recorded in an appropriate form:-
 - a) of all appointments of Officers made by the Board
 - b) of the names of the members present at each meeting of the Board and Committees or Sub-Committees of the Board
 - c) of all orders made by the Board and Committees or Sub-Committees of the Board, and
 - d) of all resolutions and proceedings of meetings of the Board and of Committees or Sub-Committees of the Board.

The Board will approve, with or without amendment, the minutes of the preceding meeting and these will be duly signed by the Chairman together with any financial statements presented at that meeting.

10. All proceedings, resolutions and reports of every Committee or Sub-Committee intended to be laid before the Board shall be circulated among the members of the Board at least seven days before the meeting of the Board at which the same are to be submitted.

Committees or Sub-Committees

11. The Board may appoint such Committees or Sub-Committees as they think fit but all acts of any Committee or Sub-Committee shall be subject to the approval of the Board unless the Board has delegated its powers to that Committee or Sub-Committee to deal with a specific issue.

12. A Committee or Sub-Committee may elect a Chairman of their meetings. If no such Chairman is elected, or if he is not present, the members present shall choose some one of their number to be Chairman of such meeting.
13. A Committee or Sub-Committee may meet and adjourn as they think proper. Proposals at any meeting shall be determined by a majority of votes of the members present, and shall be decided by a show of hands. In case of any equal division of votes the Chairman shall have a second or casting vote.
14. Regulations 9 and 10 shall apply to minutes of Committees and Sub-Committees.

Standing Orders
Order of Debate

15. Every proposal or amendment, other than a proposal for the approval of a Committee or Sub-Committee, shall be proposed and seconded and shall, if required, be written out and handed to the Chairman who shall read it out before it is further discussed or put to the meeting.
16. The Chairman will invite members to speak on the subject under discussion.
17. Members must declare where they have an interest in a matter to be discussed, the Chairman then deciding what if any part the member can take in any ensuing discussion and whether the member can vote.
18. A proposal or amendment once made shall not be withdrawn without the consent of the Board.
19. Every amendment shall be relevant to the proposal to which it is applied.
20. Whenever an amendment upon an original resolution has been proposed and seconded, no second or subsequent amendment shall be moved until the first amendment shall have been dealt with, but notice of any number of amendments may be given.
21. If an amendment is rejected then other amendments may be proposed on the original resolution or proposal.
22. If an amendment is carried the proposal as amended shall take the place of the original proposal and shall become the question upon which any further amendment may be moved.
23. No proposal to rescind any resolution which has been passed within the preceding six months, nor any proposal to the same effect as any

proposal which has been negated within the preceding six months shall be in order unless: (a) notice thereof has been given and specified in the Agenda and (b) the notice bears, in addition to the name of the member who proposed the resolution, the names of two other members; and when such resolution or proposal has been disposed of by the Board, it shall not be competent for any member to propose a similar proposal within a further period of six months.

24. Order 23 shall not apply to proposals which are moved by the Chairman or other members of the Committee or Sub-Committee in pursuance of the report of the Committee.

Common Seal

25. The Common Seal of the Board shall be kept in some safe place. All deeds and other documents to which the Common Seal of the Board shall require to be affixed shall be sealed in pursuance of the Board, and in the presence of both the Chairman and the Chief Executive.
26. Copies of all sealed documents must be retained.

Suspension of Standing Orders

27. Any one or more of the standing orders, in any case of urgency or upon resolution or proposal made on a notice duly given, may be suspended at any meeting, so far as regards any business at such meeting, provided that 75% of the members of the Board present and voting are in agreement.

Special Circumstances - Coronavirus

28. In relation to any meeting held before 7th May 2021, "presence" at a meeting includes physical attendance and being present through remote attendance. "Remote attendance" means attending or participating in a meeting by electronic means, including by one or more of the following:
- i) telephone conference,
 - ii) video conference,
 - iii) live webcast,
 - iv) live interactive streaming.
29. In relation to any meeting held before 7th May 2021, regulation 5 is suspended, and the Board shall instead provide members with relevant details to enable members to attend and participate in meetings, including remotely. The board shall provide confirmation of these

details in the agenda. For these purposes, "details" includes one or more of the following:

- i) the venue,
- ii) the availability of a telephone conference facility and the manner of accessing such facility,
- iii) the availability of a video conference facility and the manner of accessing such facility,
- iv) the availability of a live webcast facility and the manner of accessing such facility,
- v) the availability of a live interactive streaming facility and the manner of accessing such facility.

Keith Casswell
Chairman
08 April 2020

Ian Warsap
Chief Executive
08 April 2020

Ratified at a full meeting of the Black Sluice Internal Drainage Board on Wednesday 17 June 2020.

Keith Casswell
Chairman
17 June 2020

Ian Warsap
Chief Executive
17 June 2020

STATUTORY PROVISIONS REGARDING THE PROCEEDINGS OF AN INTERNAL DRAINAGE BOARD SET OUT IN PARAGRAPH 3 OF SCHEDULE 2 TO THE LAND DRAINAGE ACT, 1991.

Proceedings of internal drainage board

3.-(1) An internal drainage board may, with the approval of the relevant Minister, make rules—

- (a) for regulating the proceedings of the board, including quorum, place of meetings and notices to be given of meetings;
- (b) with respect to the appointment of a chairman and a vice-chairman;
- (c) for enabling the board to constitute committees; and
- (d) for authorising the delegation to committees of any of the powers of the board and for regulating the proceedings of committees, including quorum, place of meetings and notices to be given of meetings.

(2) The first meeting of an internal drainage board shall be held on such day and at such time and place as may be fixed by the relevant Minister; and the relevant Minister shall cause notice of the meeting to be sent by post to each member of the board not less than fourteen days before the appointed day.

(3) Any member of an internal drainage board who is interested in any company with which the board has, or proposes to make, any contract shall—

- (a) disclose to the board the fact and nature of their interest; and
- (b) take no part in any deliberation or decision of the board relating to such contract;

and such disclosure shall be forthwith recorded in the minutes of the board.

(4) A minute of the proceedings of a meeting of an internal drainage board, or of a committee of such a board, purporting to be signed at that or the next ensuing meeting by a person describing himself as, or appearing to be, the chairman of the meeting to the proceedings of which the minute relates—

- (a) shall be evidence of the proceedings; and
- (b) shall be received in evidence without further proof.

(5) Until the contrary is proved—

- (a) every meeting in respect of the proceedings of which a minute has been so signed shall be deemed to have been duly convened and

held;

- (b) all the proceedings had at any such meeting shall be deemed to have been duly had; and
 - (c) where the proceedings at any such meeting are the proceedings of a committee, the committee shall be deemed to have been duly constituted and to have had power to deal with the matters referred to in the minute.
- (6) The proceedings of an internal drainage board shall not be invalidated by any vacancy in the membership of the board or by any defect in the appointment or qualification of any member of the board.

BLACK SLUICE INTERNAL DRAINAGE BOARD



‘Emergency Response Plan’

| | |
|---------------------------------------|----------------------------|
| Control Copy Number | 1 of 8 |
| Original issued no | 1 |
| Original issue for use only by | ER Team |
| Initial Issue date | 3 rd March 2011 |
| Seventh Revision date | May 2020 |
| Prepared by | Ian Warsap |

Version 1.4

Index

Read Me First Section

- Introduction
- Command and Control
- Objective and key principals
- Plan assumptions
- Plan Distribution
- Invocation Procedure
- Recovery Strategy
- Testing and Maintenance

Emergency Response Section

- Summary
- A Tidal Emergency
- A Fluvial Emergency
- Emergency Response Phase
- Action Task Lists

Appendices

- One – Contacts List
- Two – Emergency Operation of Dual Drive Gearboxes at Pumping Stations
- Three – Emergency Plan Team Roles
- Four – District Maps
- Five – Flood and Weather warnings

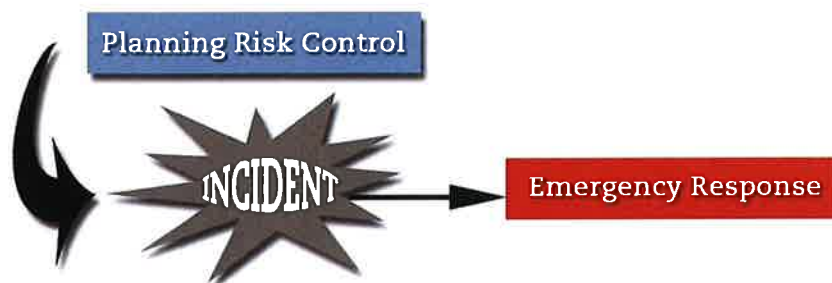
Introduction

The Emergency Response Plan (ERP)

This ERP provides overall guidance to the Board's Officers when responding to any significant incident. It works at the **worst case** level.

The main aim of the plan is to ensure that there are adequate systems in place to enable the Board to respond to an emergency situation and to support other agencies and emergency services where appropriate.

The plan also focuses on how officers should handle the issues that will arise after an incident has occurred. This is illustrated as follows:



To some extent the risk planning process also addresses the adequacy of current risk controls and may have identified improvements. Such improvements, if implemented, will form an integral part of this document. The central feature of the plan is covering the entire response from the initial emergency through to the resumption of normal or near normal operations.

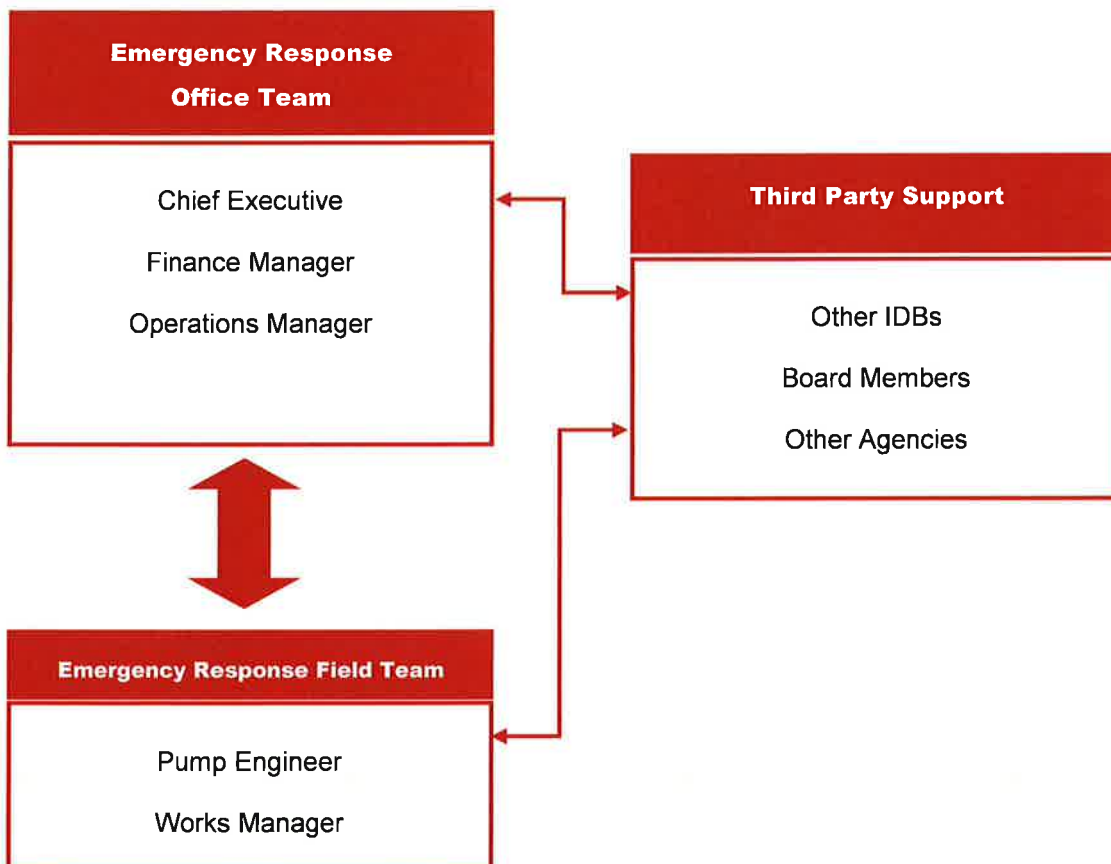
The key actions that may need to be performed and the key issues that are likely to arise are summarised. The pages are designed for use very much like checklists, helping to ensure that no major actions or issues are neglected.

A variety of procedures, guidelines and contacts, in support of these checklists, are included in the plan.

Command and Control

Incident Command and Control Arrangements

The Command and Control arrangements in managing a Major Incident are set out as follows:-



Emergency Response Plan Objective

The objective of the ERP is to ensure that the Board can provide and co-ordinate adequate resources to respond to a major event and to ensure that those resources have the experience and ability to handle such an event.

Key Principals Statement

The key principals to our response should be:

- (1) To ensure that the health, safety and well-being of employees engaged in any emergency response is protected.
- (2) To ensure the safety and continued use of the Board's pumping stations, assets, plant and equipment.
- (3) To ensure the functionality of the Board's operations are protected.

In fulfilling these principals the Board will be better able to carry out its primary function of land drainage and flood defence and in so doing, provide other Risk Management Authorities with the best opportunity to carry out their respective functions.

Plan Assumptions

In developing the plan, a number of assumptions have been made as detailed below

| Assumption | |
|------------|---|
| 1. | There is a major flood event (one threatening death, injury or damage to property, or the environment, or disruption to the community) |
| 2. | The Board are either dealing with the incident or are assisting another agency e.g. assisting the EA with an incident under their control |
| 3. | The severity of the event will disrupt normal Board operations |
| 4. | At least 75% of normal staff will be available to deal with the incident |
| 5. | Staff will be expected to make themselves available to be utilised in any capacity that is required. |

Plan Distribution List

| Name | Title | Printed copy With Flashdrive | Electronic copy | Controlled Copy No |
|-----------------|--------------------|------------------------------------|--------------------|-----------------------|
| Ian Warsap | Chief Executive | Full Plan | - | 2 |
| Kevin Methley | Pump Engineer | Full Plan | - | 3 |
| Simon Harrison | Works Manager | Full Plan | - | 4 |
| Paul Nicholson | Operations Manager | Full Plan | - | 5 |
| Daniel Withnall | Finance Manager | - | Issued | 6 |
| K C Casswell | Chairman | Full Plan | - | 7 |
| P Holmes | Vice Chairman | Full Plan | - | 8 |

Access to Plans

ERP Team members should keep copies of their plans readily available at all times. It is suggested that they consider one or more of the following options:

- In the office
- In the car
- In a briefcase
- At home (by the telephone)
- Electronic storage (on a flash drive)

Chief Executive:



Date:

May 2020

Invocation Procedure

Emergency Response Team

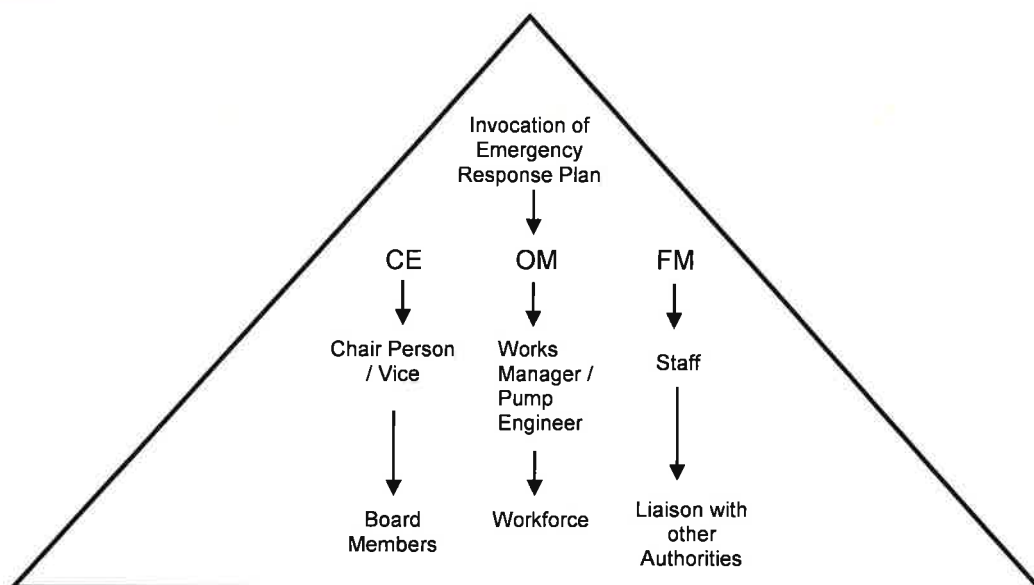
| Name | Contact |
|----------------------|------------------|
| Chief Executive # | See appendix one |
| Operations Manager # | See appendix one |
| Finance Manager # | See appendix one |
| Pump Engineer | See appendix one |
| Works Manager | See appendix one |

Only the above members marked # can invoke the Plan.

In doing so, the ER Team will decide whether to authorise the invocation of the Plan in part or in full.

Issues to consider:

| | | |
|----------|--|--|
| A | Has the Board received a flood or weather warning? | The ER Plan will be invoked in accordance with the considerations set out in APPENDIX THREE |
| B | Is the incident a major flooding incident in the Board's District? | The ER Plan will be invoked immediately |
| C | Has the Board been contacted by another agency to offer support for an incident as set out in the above assumptions? | The ER Plan will be invoked immediately which may include Appendix Five – Silver Control Support |
| D | Is the incident neither A, B nor C? | Further information is likely to be sought before a decision is made. |



Recovery Strategy

In the event of a flood incident, the strategy for managing the crisis and recovering the situation is based upon the key objectives detailed below:

| THE CRISIS | Objective | Strategy |
|--------------|---|---|
| 1. | To ensure that the Board can provide and co-ordinate adequate resources to respond to a major event and to ensure that those resources have the experience and ability to handle such an event in order to: | To test this plan alongside other stakeholders to ensure that it is fit for purpose and that the information contained in the plan is both relevant and accurate. Training will be provided to key members of the ER Team to ensure they are capable of performing their role. |
| 2. | Protect People from the risk of injury or death. | As above |
| 3. | Protect domestic and commercial Property from flooding | As above |
| 4. | Maintain Food Security by protecting agricultural land from flooding . | As above |
| THE RECOVERY | Objective | Strategy |
| 5. | Flood Defence is maintained and does not suffer significant deterioration. | We are able to deliver services again quickly and any additional costs of operating will be recorded. |
| 6. | Operations are not adversely affected, thus maintaining the quality of management and the ability to meet statutory requirements. | As above |
| 7. | Members expectations and quality of service continue to be met, or managed, in such a way that ratepayers continue to get good service from the Board. | As above |
| 8. | Reputation and image to stakeholders and the public are not negatively affected. | Proactive PR and management of the impact of the emergency event. |

Testing and Maintenance

This plan must work. It is therefore essential that the plan be reviewed every 6 months. Where this review reveals the need for any updating of the plan, maintenance must be carried out and this plan re-issued to those on the Distribution List within 4 weeks of the review. If the 6 monthly review reveals no change is required, those on the Distribution List should be notified to keep this plan fresh in their minds.

In addition to the 6 monthly reviews should the organisation undergo any major change, plans should be adjusted to reflect and address the changes.

| Version | Date Tested/ Amended | Sections Tested/ Amended | Tested/ Amended By |
|---------|----------------------|------------------------------|--------------------|
| 1.1 | January 2013 | Whole plan | EFR Team |
| 1.2 | December 2013 | Whole plan | EFR Team |
| 1.3 | April 2016 | Whole plan | EFR Team |
| 1.4 | October 2018 | Whole Plan | ER Team |
| 1.5 | January 2019 | Invocation of Emergency Plan | Chief Executive |
| 1.6 | May 2020 | Whole Plan | ER Team |

Emergency Response Section

The object of the Emergency Response Plan (ERP) is to provide **and** co-ordinate resources to respond to a major event, which can be defined as:

- (1) A tidal event that overtops and/or breaches the defences.
- (2) A fluvial event where the level of the South Forty Foot Drain at Black Hole Drove exceeds 2.70m (19ft).
- (3) Failure of an IDB asset, which causes water to flood onto land adjacent to a watercourse.
- (4) **A national/regional state of emergency that has effects on the operations of the Board**

Summary

(1) A Tidal Emergency

- Warnings would be received from **the** EA. (see table below)
- Wyberton Marsh PS and Kirton Marsh PS would be at risk of flooding.
- Will we need to make a decision whether we have to switch down the pumping station (s) and/ or remove the motors?

(2) A Fluvial Emergency

- Flooding from any embanked watercourse (EA Main River) in the South Forty Foot Catchment.

(3) An Emergency caused by an IDB or Riparian Asset Failure

- Flooding caused by the failure of any of the Board's assets (i.e. pumping station, watercourse, culvert, siphon etc) and/or the failure of any Riparian asset resulting in emergency flooding.

(4) A National/Regional state of emergency

- **A state of emergency that affects for example; the Board's operations, staffing levels, the office opening, loss of equipment etc.**

A Tidal Emergency It is anticipated that an event will unfold as follows:

| | |
|-----------------------|---|
| 3-4 days prior | Warnings received from EA |
| 1 day prior | Likelihood of severe flooding predicted by EA Undertake work to mitigate damage at pumping station. |
| During the Event | Monitor & react to the situation safely |
| 1 day after the Event | Check the areas around the pumping stations flooded. Make plans to operate pumps with emergency generators, if the pumps are none operational. |
| As soon as possible | Operate pumps to evacuate water. |

| | |
|---|--|
| <p>A Fluvial Emergency 1 day prior</p> | <p>Warnings received from EA Operate IDB pumping stations to lower water levels. Liaise with EA Operations Team</p> |
| <p>During the Event</p> | <p>The levels of the South Forty Foot Drain will be monitored by the Board's telemetry. In the event of a complete failure of the telemetry, workmen will be stationed at Black Hole Drove (BHD), Gosberton and Donington North Ing Pumping Stations.</p> <p>The South Forty Foot Banks are seen to be at risk of breaching if water levels are allowed to rise above 2.70 metres O.D.N. (19ft on old gauge boards). Therefore the Board has agreed the following course of action if these high water levels occur:</p> <p>(1) When the level of the South Forty Foot Drain reaches 19ft on the gauge board (2.70 metres O.D.N.) whilst the pumps are running.</p> <p>NB: Due to the historical equations, 10ft on the gauge board equates to 0.00m O.D.N.</p> <p>In the discharge bay of Black Hole Drove Pumping Station, then the pumps at the pumping stations shall start to be switched off as agreed by the ER Team.</p> <p>A staffing rota will be agreed to continuously monitor the telemetry until the end of the event.</p> <p>(2) The pumps shall remain switched off until the level of the water in the South Forty Foot Drain at BHD has dropped to:</p> <p>17.5ft on the gauge board (2.30 metres O.D.N) with the pumps switched off.</p> <p>Or until the upstream/suction water level has risen to the maximum level shown in column five in the table on page 14 (Pumping Station/Catchment Information) when that pumping station can be restarted noting 3 below.</p> <p>(3) If the situation continues the Board's Pumping Stations shall only pump sufficient water to hold water levels at the maximum design water levels shown in column five on page 14, until water levels begin to fall at Black Hole Drove PS in the South Forty Foot Drain.</p> <p>If the event becomes more extreme then a decision will need to be made by the ER Team in conjunction with the Chairman of the Board on whether water levels in the Fens should be allowed to rise higher than the figures shown in the table on page 14.</p> |

| | |
|--|--|
| | <p>There is always the possibility of a breach occurring in the banks of the South Forty Foot Drain or the highland carriers. The first indication of this will be:</p> <p style="text-align: center;">Either: Monitored levels on South Forty Foot Drain suddenly drop.</p> <p style="text-align: center;">Or: A report from a landowner or a member of the Board's staff.</p> <p>The EA should be informed of the situation.</p> <p>An assessment of how the breach can be repaired should be carried out as soon as it is safe to undertake this, a drone survey being the preferred option.</p> |
|--|--|

Summary

Emergency Response Phase

This phase covers the first minutes and hours following notification of a flood incident and the immediate actions that are likely to be required:

The phase covers:

- ER Team assembly
- Allocation of team roles
- Liaison with other authorities
- Pumping operations
- District Overview
- HR resource assessment
- Communication control
- IT assessment
- Admin support provision

Emergency Response Team Assembly

Look at **Appendix Two** to ensure that there is allocated responsibility for the primary tasks shown, using secondary roles where necessary. Use **ACTION TASK LISTS** below to ensure that all tasks are understood and actioned

| Emergency Flood Response Team | Contact |
|-------------------------------|------------------|
| Chief Executive | See appendix one |
| Operations Manager | See appendix one |
| Pump Engineer | See appendix one |
| Works Manager | See appendix one |
| Finance Manager | See appendix one |

Other Plans

Note: Depending on the type of incident it may be appropriate to refer to other plans and procedures developed for specific situations. Such as:

| Incident | Plans/ Procedures | Location |
|----------|-------------------|----------|
| | | |
| | | |
| | | |

Operation of Pumping Stations

All pumping stations are set up to operate automatically.

The water levels and operation will initially be monitored by the **Pump Engineer**.

If the water level at Black Hole Drove PS reaches 2.30m (17.5ft on the gauge board) then an emergency situation is declared and the ER Team will take over the monitoring of the telemetry.

The instructions on "A Fluvial Emergency" should then be followed.

| Catchment/Pumping Station | To be switched off in Emergency | 1 Area Hec | 2 P Station Capacity litre/sec | 3 Maximum Design W.Level | 4 Highest known W.Level | 5 Highest W.Level telemet98 | 6 Lowest Land Level | 7 Lowest Property Level |
|---------------------------|---------------------------------|------------|--------------------------------|--------------------------|-------------------------|-----------------------------|---------------------|-------------------------|
| DONINGTON MAL. H. | √ | 365 | 566 | Zero | 0.83 | 0.80 | 1.50 | 2.00 |
| DONINGTON N. INGS | √ | 2,262 | 3058 | Zero | 0.90 | 0.35 | 1.70 | |
| BICKER FEN | √ | 848 | 1416 | -0.30 | 0.65 | 0.53 | 1.40 | |
| SWINESHEAD | √ | 4,824 | 6795 | -0.15 | 0.90 | 0.33 | 1.35 | |
| CHAINBRIDGE | | 2,509 | 3695 | -0.30 | 0.65 | 0.31 | 1.10 | |
| WYBERTON MARSH | | 1,982 | 2803 | Zero | 0.90 | 0.55 | 2.10 | |
| KIRTON MARSH | | 774 | 934 | +0.60 | 1.25 | 0.80 | 1.50 | |
| EWERBY | √ | 1,141 | 2237 | -0.30 | -0.08 | -0.08 | 0.75 | |
| HECKINGTON | | 1,577 | 2661 | -0.60 | -0.13 | -0.13 | 0.85 | 1.71 |
| GREAT HALE | √ | 2,363 | 3482 | -0.30 | 0.90 | 0.68 | 1.70 | |
| HOLLAND FEN | √ | 3,505 | 4841 | -0.60 | 0.63 | -0.08 | 1.00 | |
| COOKS LOCK | | 2,902 | 3907 | -0.30 | 0.80 | -0.01 | 1.30 | |
| DAMFORD | | 893 | 1189 | Zero | 0.01 | -0.50 | 0.40 | |
| SOUTH KYME | √ | 1,101 | 1302 | -0.60 | -0.22 | -0.36 | 0.30 | |
| TRINITY COLLEGE | | 609 | 1133 | -0.60 | -0.24 | 0.35 | 0.85 | |
| HELPRINGHAM | √ | 814 | 1331 | Zero | 1.10 | 0.91 | 1.50 | 2.00 |
| SWATON | √ | 851 | 1133 | 0.15 | 1.35 | 0.90 | 1.75 | 2.30 |
| HORBLING | √ | 886 | 1331 | Zero | 0.90 | 0.60 | 1.60 | |
| BILLINGBOROUGH | √ | 775 | 934 | Zero | 1.20 | 0.68 | 1.40 | 2.00 |
| SEMPRINGHAM | √ | 824 | 1189 | Zero | 1.00 | 0.71 | 1.40 | 2.00 |
| DOWSBY FEN | √ | 1,003 | 1699 | Zero | 0.45 | 0.15 | 1.30 | |
| GOSBERTON | √ | 2,885 | 3992 | Zero | 0.90 | 0.50 | 1.50 | |
| DOWSBY LODGE | √ | 355 | 1019 | 0.60 | 1.80 | 1.20 | 2.10 | |
| RIPPINGALE | √ | 496 | 1019 | Zero | 1.10 | 0.65 | 1.60 | |
| DUNSBY | √ | 568 | 651 | -0.60 | 0.80 | 0.35 | 1.25 | 2.00 |
| PINCHBECK | √ | 655 | 906 | 0.60 | 0.90 | 0.60 | 1.90 | 2.70 |
| HACCONBY | √ | 503 | 850 | -1.00 | 1.00 | 0.70 | 1.50 | |
| BLACK HOLE DROVE | √ | 4,150 | 5776 | -0.60 | 0.01 | 0.01 | 0.30 | |
| DYKE FEN | | 1,862 | 2660 | -1.20 | -0.01 | -0.90 | Zero | |
| TWENTY | | 607 | 849 | -1.20 | -0.60 | -0.60 | Zero | |
| QUADRING | √ | 400 | 566 | Zero | 1.00 | 0.60 | 1.40 | 2.00 |
| BICKER EAU | | 365 | 450 | 1.40 | 1.70 | 1.70 | 2.80 | |
| DONINGTON WYKES | | | 421 | 1.20 | 1.50 | 1.22 | 2.20 | |
| ALLAN HOUSE | | | 180 | 1.20 | 1.40 | 1.20 | 2.10 | |
| KIRKBY LA THORPE | | 1,339 | GRAVITY | | | | | |
| SCREDINGTON | | 2,691 | GRAVITY | | | | | |
| WESTERN VILLAGES | | 373 | GRAVITY | | | | | |
| TOTALS | | 47,223 | 66975 | | | | | |

Notes:

1. "shading" indicates a sub-catchment to a larger catchment and not included in the total.
2. A blank space indicates no value at present.
3. All levels are metres Ordnance Datum Newlyn (mODN).
4. The Board's drainage system is designed to provide approximately 1.00m freeboard to lowest land in 1:10 year flows.

Operation of Installing Allan House Pumping Station Flood Resilience Doors.

The pumping station is located in the Asda Car Park, off Lister Way, Boston. PE21 8EQ

Installation of flood door and cable entry cover

In the event of possible flooding around Allan House pumping station the flood door and cable entry cover will need to be manually installed to prevent water ingress into the station and control panel.

This procedure can be completed by 1 person and should take around 10 minutes.

All relevant doors/covers and fastenings are stored inside of the station.

1 x box of fastenings and allen key

1 x cable entry cover

1 x door flood barrier

Installation procedure

- 1) Take small stainless steel cable entry cover and place over the cable entry hole on the outside of the building lining up the 4 fastening holes in the plate and wall. In the box of fastenings there are 4 bolts that are to be inserted into the cover plate and are to be tightened evenly into the wall until hand tight and a good seal is achieved.
- 2) Take the main flood door, the rest of the fixings and the allen key from the box and place them outside of the station. Directly in front of the main door there is a channel along the floor, this has a blanking plate inside the channel that will need to be removed and left inside the station before closing and locking the main door. Insert the flood door with the 2 handles on top and the rubber seal facing the wall into the channel around the doorway. Push firmly down while inserting 4 allen screws into the 4 lower holes on either side of the channel and tighten until a good seal is achieved. Lastly take the 2 L brackets and insert them into the slots on the top of the channel either side of the door. Insert the remaining allen keys into the L brackets and tighten sufficiently so the door will not lift.

Once the threat has passed all items should be removed in reverse order of the procedure set out above and all items are to be stored back inside the pumping station.

Operational Headquarters

The Offices and Depot are located at Swineshead:

Station Road
Swineshead
Boston
PE20 3PW

Tel: 01205 821440
duty.officer@blacksluiceidb.gov.uk

Out of office hours the telephone will automatically transfer to the mobile telephone held by the Duty Officer.

If in the unlikely event that Swineshead Offices and Depot cannot operate then arrangements will need to be made to operate from one of the following:

- Relocate to a neighbouring IDB's office/depot (Witham 4th IDB, Boston have offered their office in such an emergency)
- The Chief Executive, Finance Manager & Operations Manager would work from home whilst the recovery took place. Our Administration, Finance and GIS would relocate to Witham 4th IDB **offices or work from home**, the Works Manager and Pump Engineer would be mobile until a time we locate temporary office space.
- We would negotiate and relocate our depot based equipment to a local unaffected farm yard.
- We would use an unaffected pumping station(s) as a secondary depot/base.

Operational procedures

The following Operational Procedures will be adhered to at all times:-

- The workforce will operate in teams of two (minimum).
- Telemetry logging information will be passed over from the Finance Manager to all ER Team members.
- In the event of Silver Control being opened an assessment of how the event is affecting our catchment will be made by the ER Team prior to agreeing attendance.
- An Event/Communication Log (attached) will be kept by each member of the ER Team. This information will be placed on a live windows 'Event Data Log' as soon as possible throughout the event. An 'Event Data Log' shortcut will be available on all users computer desktop.
- Following an initial review by the ER Team an early decision will be made regarding the offer of assistance to other authorities within or outside of the Board's catchments.
- All workforce inspections (sea defences, river banks, pumping stations etc) will have a mandatory 20 minutes reporting in procedure to the Event Logiest.
- **Should staff from the Emergency response Team be on sick leave for example during a prolonged event, the following cover should be implemented:-**

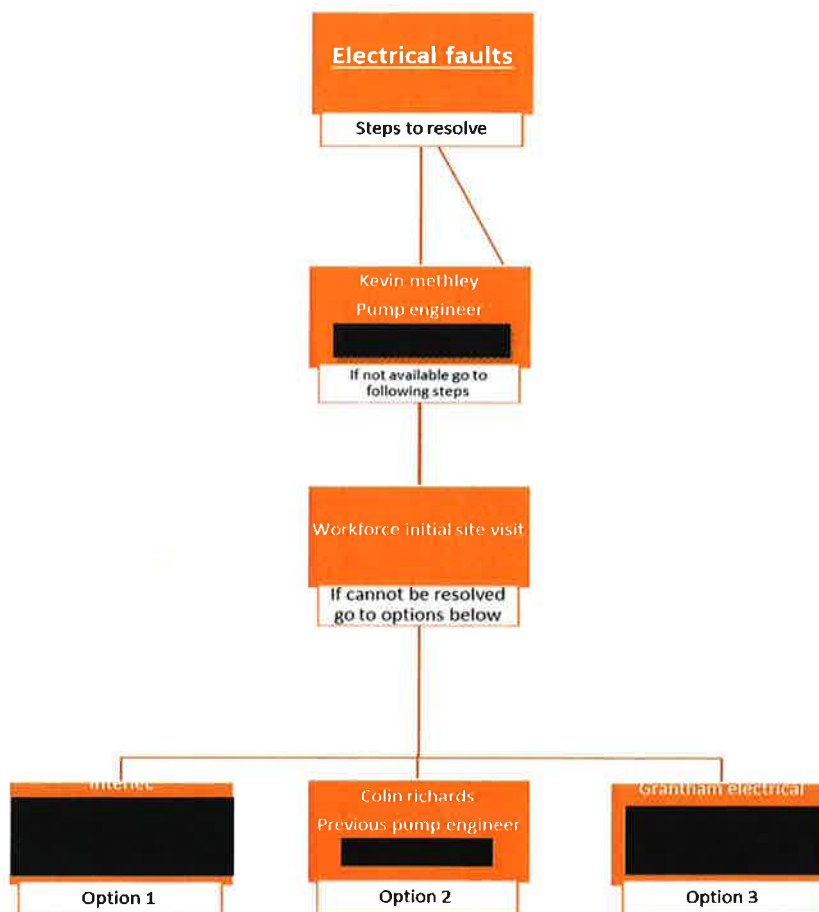
Chief Executive – covered by Finance Manager

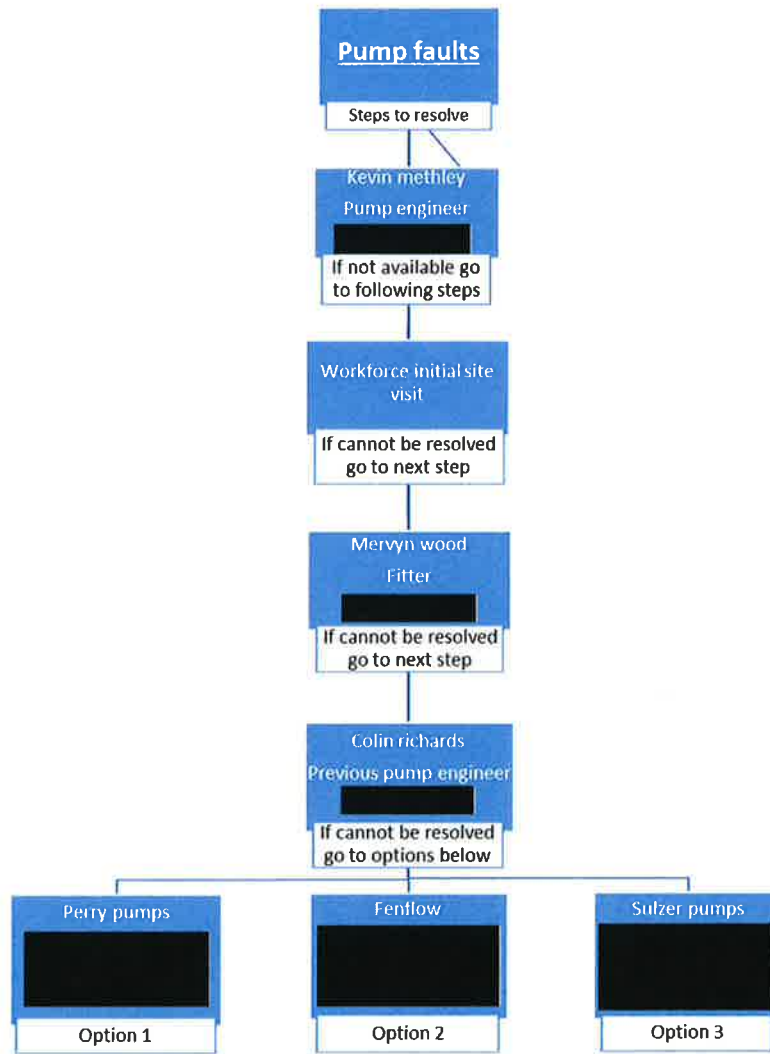
Finance Manager – covered by Finance Assistant

Operations Manager – covered by Works Manager

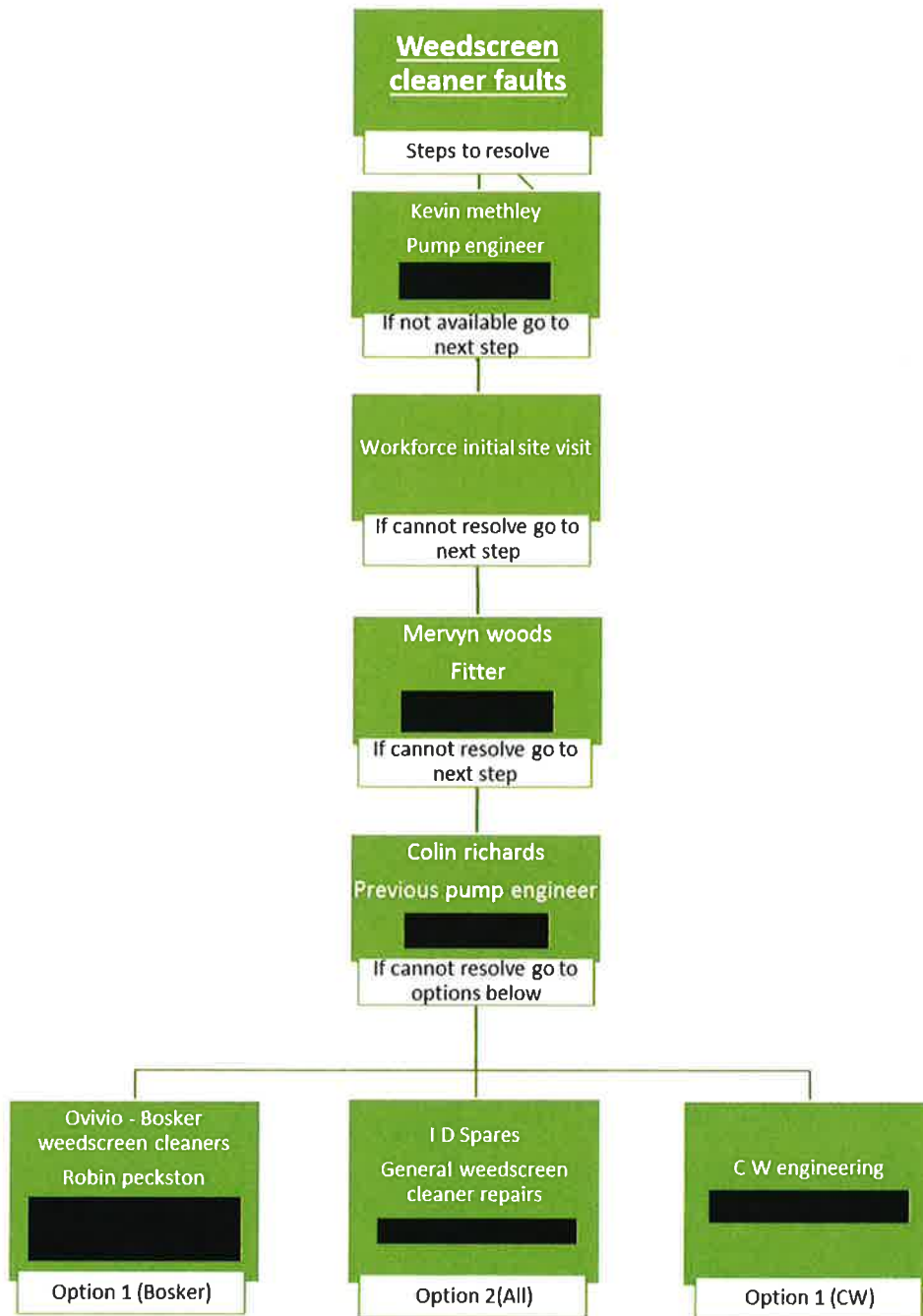
Works Manager – covered by Operations Manager/Supervisor

Pump Engineer – as set out below: -





Emergency Response



Use CW engineering for Dunsby weed screen cleaner and Ovivo for all others as 1st option

Action Task Lists – To be used where an event in the district has occurred using the invocation procedure classification C or D, as A or B events will be managed by others.

First Action: Ring your spouse/partner and tell them you are going to be late

Overall Event Control

| | |
|--------------------------|---|
| <input type="checkbox"/> | Obtain your event/communications log sheets |
| <input type="checkbox"/> | Receive advice of situation/ information |
| <input type="checkbox"/> | Ensure Emergency Services have been contacted as appropriate |
| <input type="checkbox"/> | Call out appropriate members of the ERT and meet at an agreed point |
| <input type="checkbox"/> | Determine if evacuation is required |
| <input type="checkbox"/> | Liaise with the Emergency Services, Facilities Management and Security |
| <input type="checkbox"/> | Establish control of the incident |
| <input type="checkbox"/> | Call out rest of ER Team and brief members |
| <input type="checkbox"/> | Refer any media enquiries to another member of the Team |
| <input type="checkbox"/> | Initiate instructions to all Management and staff using the call out/cascade arrangements |
| <input type="checkbox"/> | Act as main point of contact at the incident site for the ER Team |

Liaison with other Agencies

| | |
|--------------------------|---|
| <input type="checkbox"/> | Obtain your event/communications log sheets |
| <input type="checkbox"/> | Meet up with ER Team Leader at an agreed point – establish common understanding |
| <input type="checkbox"/> | Inform relevant RMAs of the event |
| <input type="checkbox"/> | Manage requests for assistance to other RMAs |
| <input type="checkbox"/> | Ensure regular updates are given to them |
| <input type="checkbox"/> | Obtain visitors and contractors logs |

Pumping operations

| | |
|--------------------------|--|
| <input type="checkbox"/> | Obtain your event/communications log sheets |
| <input type="checkbox"/> | Meet up with ER Team Leader at an agreed point – establish common understanding |
| <input type="checkbox"/> | Contact all pumping stations to establish resource requirements |
| <input type="checkbox"/> | Contact attendants, assistants or reserves as necessary to arrange cover |
| <input type="checkbox"/> | Contact suppliers for fuel or other needs as necessary |
| <input type="checkbox"/> | Ensure regular updates are received from pumping stations and log these (where manned) |
| <input type="checkbox"/> | Obtain visitors and contractors logs |

District overview

| | |
|--------------------------|---|
| <input type="checkbox"/> | Obtain your event/communications log sheets |
| <input type="checkbox"/> | Meet up with ER Team Leader at an agreed point – establish common understanding |
| <input type="checkbox"/> | Record flood incidents across the district |
| <input type="checkbox"/> | Record these on a map if possible to aid our response |
| <input type="checkbox"/> | Liaise with works supervisor and agree response priorities |
| <input type="checkbox"/> | Regularly update the Team Leader on response priorities |

Communication control

| | |
|--------------------------|---|
| <input type="checkbox"/> | Obtain your event/communications log sheets |
| <input type="checkbox"/> | Meet up with ER Team Leader at an agreed point – establish common understanding |
| <input type="checkbox"/> | Prepare briefing notes to go to media and regularly update them |
| <input type="checkbox"/> | Respond to media enquiries |
| <input type="checkbox"/> | Respond to calls from the public |

Controlling Human Resources

| | |
|--------------------------|---|
| <input type="checkbox"/> | Obtain your event/communications log sheets |
| <input type="checkbox"/> | Meet up with ER Team Leader at an agreed point – establish common understanding |
| <input type="checkbox"/> | Contact all staff and update them on the situation |
| <input type="checkbox"/> | Contact Board members and others who are able to offer support |
| <input type="checkbox"/> | Agree cover for the ER team if the event will last over 24 hours |
| <input type="checkbox"/> | Log the hours worked by all those involved in the event |
| <input type="checkbox"/> | Agree emergency payments if required |

Maintenance of IT network

| | |
|--------------------------|---|
| <input type="checkbox"/> | Inform IT support team of the event to ensure there is no down time |
| <input type="checkbox"/> | Manage the network to avoid disruptive events e.g. back up routines etc |

Admin Support

| | |
|--------------------------|--|
| <input type="checkbox"/> | Ensure that there is support in the office for the ER Team 24/7 |
| <input type="checkbox"/> | Ensure that there is ample supply of drinks and food for the Team and those working in the district unable to leave their position |
| <input type="checkbox"/> | Ensure there is enough Petty Cash to deal with emergency purchases |

APPENDIX ONE - Contact Lists

Telephone Number of Offices and Depot – 01205 821440

Emergency Response Team Members

| Name | Title | Home Tel | Mobile |
|------|-------|----------|--------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
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Other Office Employees

| Name | Title | Home Tel | Mobile |
|------|-------|----------|--------|
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Other Employees

| Name | Home Tel | Work Mobile | Private Mobile |
|------|----------|-------------|----------------|
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Local Authorities Contact List

| Authority | Office | Emergency Tel. |
|-----------|--------|----------------|
| | | |
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| | | |
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| | | |

Other Risk Management Authorities Contact Details

| Authority | Office/Contact | Tel |
|-----------|----------------|-----|
| | | |
| | | |
| | | |
| | | |

Pumping Station Contact Details

| Pumping Station | Address | Tel/Fax |
|-----------------|---------|---------|
| | | |
| | | |
| | | |

Pump suppliers Contact List

| Company | Location | Tel |
|---------|----------|-----|
| | | |
| | | |
| | | |
| | | |

Telecommunications – Contractors Contact List

| Supplier | Company | Name | Work | Mobile |
|----------|---------|------|------|--------|
| | | | | |
| | | | | |
| | | | | |

APPENDIX TWO

Emergency Operation of Dual Drive Gearboxes at Pumping Stations

If electricity is lost to pumping stations then the first action that can be taken is to operate one pump at the station concerned with a tractor driving the dual drive gearbox. Details of the stations with gearboxes, and the type of PTO required, are shown below:

If generators are available the power requirement and collection type are shown below.

| | Pump Speed | Dual drive gearbox speed | Number of splines on PTO | Tractor HP required | Generator size | Connection type |
|--------------------------|------------|--------------------------|--------------------------|---------------------|----------------|-----------------|
| Donington Mallard Hurn | 720 | 540 | 7 | 60 | | |
| Donington North Ing | 570 | 540 | 7 | 120 | 300kva | Bolt on lugs |
| Bicker Fen | 485 | 1000 | 21 | 160 | | |
| Swineshead | 420 | n/a | n/a | n/a | 600kva | Bolt on lugs |
| Chain Bridge | 580 | 1000 | 21 | 140 | 300kva | Bolt on lugs |
| Wyberton Marsh | 575 | 1000 | 21 | 140 | 400kva | Bolt on lugs |
| Kirton Marsh | 580 | 540 | 21 | 140 | 200kva | Bolt on lugs |
| Ewerby | 485 | 540 | 7 | 60 | | |
| Heckington | 482 | 1000 | 21 | 160 | | |
| Great Hale & Little Hale | 575 | 1000 | 21 | 140 | 300kva | Bolt on lugs |
| Holland Fen | 420 | n/a | n/a | n/a | 500kva | Bolt on lugs |
| Cooks Lock | 480 | 1000 | 21 | 160 | 400kva | Bolt on lugs |
| Damford | 730 | 540 | 7 | 100 | | |
| South Kyme | 720 | 540 | 7 | 60 | | |
| Trinity College | 720 | 540 | 7 | 60 | | |
| Helpringham | 483 | 1000 | 21 | 160 | | |
| Swaton | 580 | 540 | 7 | 140 | | |
| Horbling | 483 | 1000 | 21 | 160 | | |
| Billingborough | 580 | 540 | 7 | 100 | | |
| Sempringham | 580 | 540 | 7 | 140 | | |
| Dowsby Fen | 570 | 540 | 7 | 100 | | |
| Gosberton | 483 | 1000 | 21 | 160 | 400 kva | Bolt on lugs |
| Dowsby Lode | 585 | 540 | 7 | 100 | | |
| Rippingale | 586 | 540 | 7 | 110 | | |
| Dunsby | 720 | 540 | 7 | 60 | | |
| Pinchbeck | 580 | 540 | 7 | 100 | | |
| Hacconby | 740 | 540 | 7 | 140 | | |
| Black Hole | 420 | n/a | n/a | n/a | 600kva | Bolt on lugs |
| Dyke Fen | 585 | 1000 | 21 | 160 | 300kva | Bolt on lugs |
| Twenty | 480 | 540 | 7 | 60 | | |
| Quadring | 720 | 540 | 7 | 80 | | |
| Bicker Eau | 950 | n/a | n/a | n/a | | |
| Donington Wykes | 965 | n/a | n/a | n/a | | |
| Allan House | 960 | n/a | n/a | n/a | | |

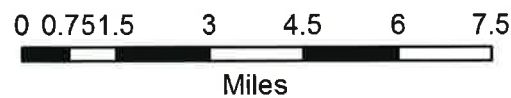
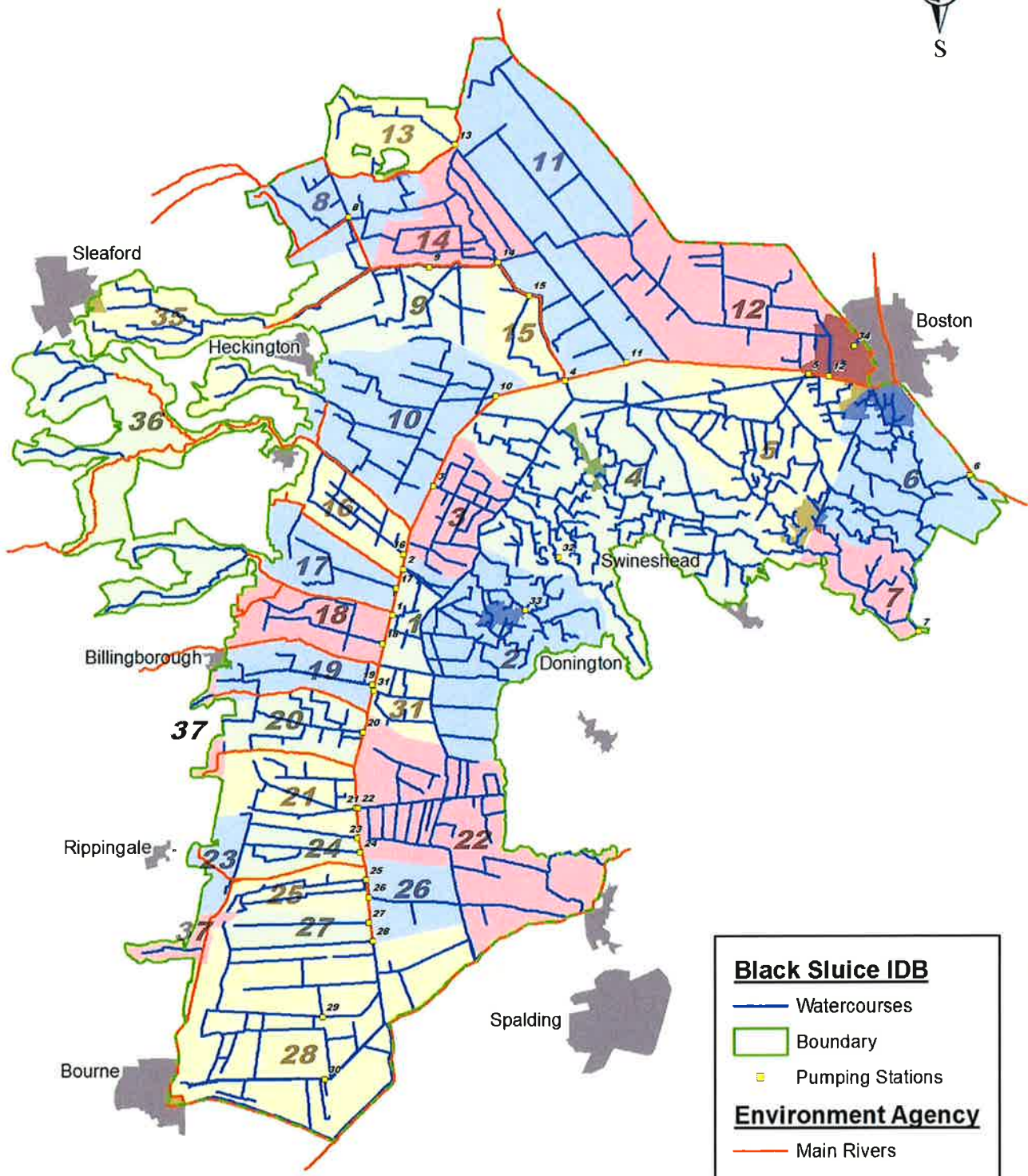
APPENDIX THREE – ER Team Roles

To be used to record the primary and secondary roles and responsibilities of the Team. It should assist in ensuring that all key areas are covered should a member of the team not be available on the day:

| TASKS | Primary tasks | Primary responsibility | Secondary responsibility |
|-----------------------------------|---|------------------------|--------------------------|
| Event Control | Overall event control | Operations Manager | Pump Engineer |
| | Liaison with other agencies | Finance Manager | Chief Executive |
| | Pumping Operations | Pump Engineer | Works Manager |
| | District Overview | Finance Manager | Works Manager |
| Communication Control | Inform the public | Chief Executive | Finance Manager |
| | Media liaison | Chief Executive | Finance Manager |
| Controlling all Human Resources | Management of Employees or retired employees | Chief Executive | Finance Manager |
| Maintenance of IT/telecom systems | To ensure that all internet and telephone communications are maintained | Finance Manager | Secretary |
| Administration support | To support the above during the Board's Emergency Response | Secretary | Admin Assistant |

Emergency Response

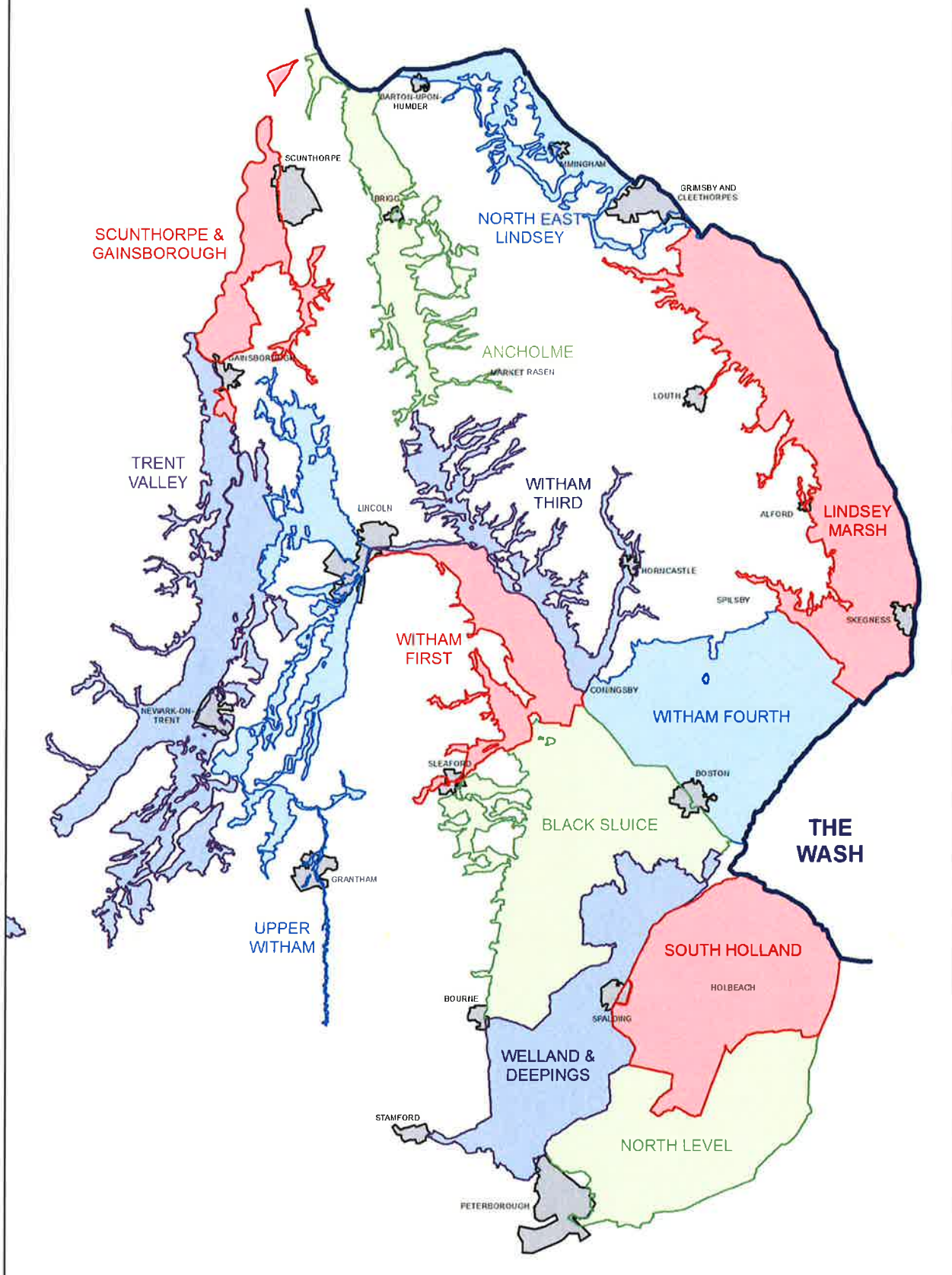
APPENDIX FOUR – District Maps



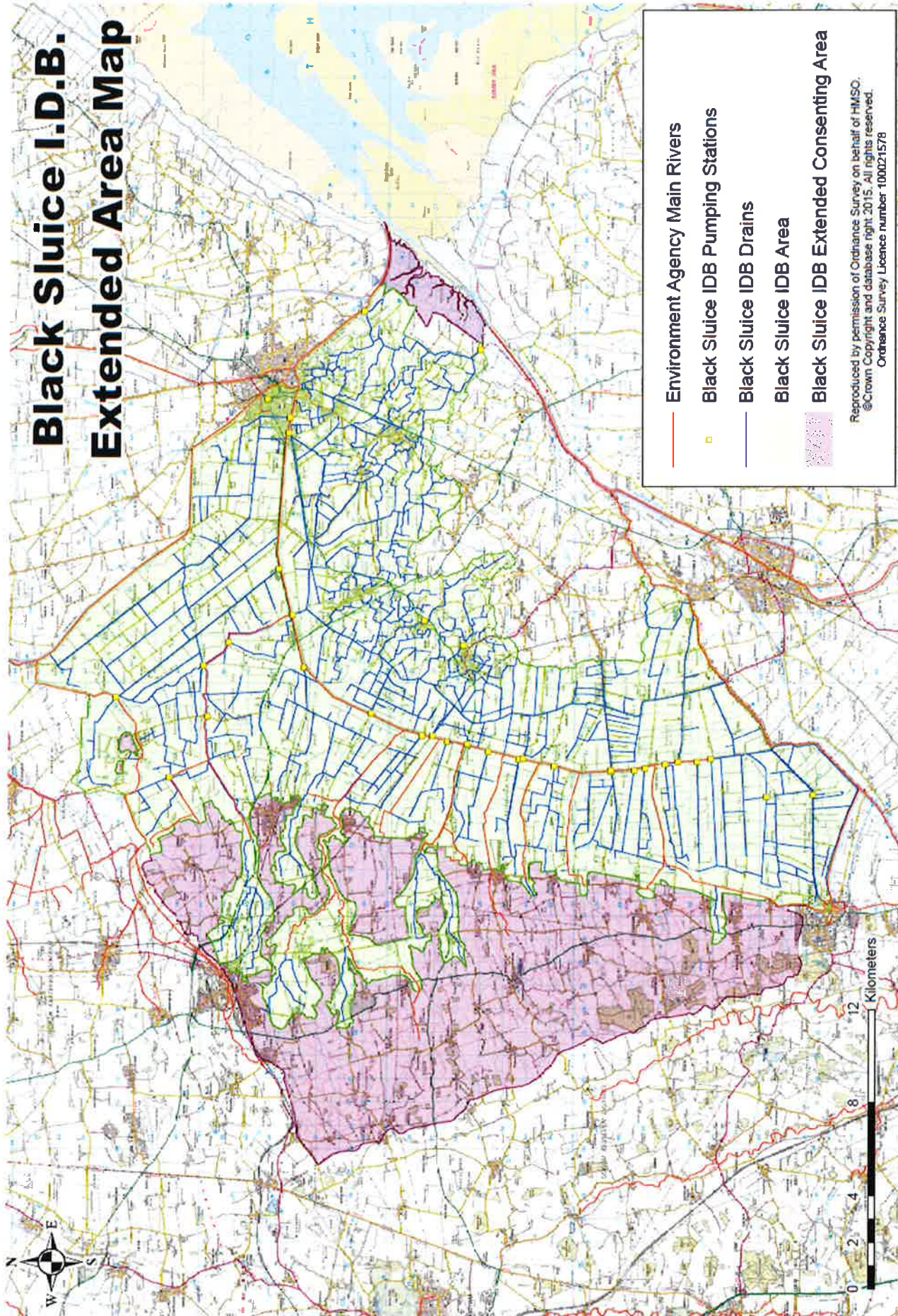

Black Sluice Internal Drainage Board
 Station Road, Swineshead
 Boston, Lincolnshire PE20 3PW
 Tel: 01205 821440
 Email: mailbox@blacksluiceidb.gov.uk

Black Sluice I.D.B. Catchment Map
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Lincolnshire Internal Drainage Boards



Black Sluice I.D.B. Extended Area Map



APPENDIX FIVE – Warnings

Flood and Weather Warning Response

The Board's response to warnings received from the Environment Agency, Flood Forecast Centre or Met Office should be appropriate to the severity of the warning. See Action Task Lists below for response. The responses listed in the Action Task Lists are compatible with the generic responses for Internal Drainage Boards listed in the Multi Agency Flood Plan.

Specific actions – weather warnings and flood forecasts

| | | |
|--|---|--------------------------|
| 10 Day Outlook from Flood Forecasting Centre | no specific action other than monitor situation | <input type="checkbox"/> |
| 5 Day Tidal Outlook from FFC | all staff & operatives made aware & ensure everything in order ready for response if needed | <input type="checkbox"/> |
| County scale Flood Guidance Statement from FFC issued daily for next 5 days | response as above plus consider lowering water levels in key watercourses | <input type="checkbox"/> |
| Flash Severe Weather Warning. Issued when the Met Office has 80% or greater confidence that severe weather is expected in the next few hours | response as above | <input type="checkbox"/> |
| Extreme Rainfall Alert | response as above | <input type="checkbox"/> |

Consideration for implementing the plan will be made based on the severity of the warning and prevailing conditions within the Board's District

Specific actions – Environment Agency Warnings

| | | |
|---|---|--|
| Flood Alert Flooding possible – issued 2 hours to 2 days in advance of flooding | All staff & operatives made aware & ensure everything in order ready for response if needed Consider implementing Emergency Plan | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| Flood Warning Flooding expected, immediate action required – issued half and hour to 1 day in advance of flooding | Implement Emergency Plan Inspect specific critical infrastructure sites | <input type="checkbox"/> <input type="checkbox"/> |
| Severe Flood Warning Flooding has occurred and there is a danger to life | As above plus constant monitoring by duty officer Establish central control. Liaise with Silver Control and/or other local responders Assist with emergency evacuation and response dependent on resources | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

Black Sluice Internal Drainage Board

Policy No: 21

Management of Asbestos in Non-domestic Premises

| | |
|----------------|---|
| Review | Audit & Risk Committee on 13 th May 2020 |
| Board Approved | |
| Reviewed | Within 5 years |

All types of asbestos are dangerous. Asbestos is made up of thin fibres that cannot be seen with the naked eye but can be breathed in. The fibres can become stuck in the lungs causing scars that stop the lungs working properly (asbestosis), or cause cancer. The main types of cancer caused by asbestos are cancer of the lung and cancer of the lining of the lung (mesothelioma). These diseases can take from 15 to 60 years to develop and there is no cure.

Anyone who disturbs asbestos-containing materials, for example, by working on them or near them, may be at risk of exposure. The Control of Asbestos Regulations 2012 places responsibilities on duty holders to manage asbestos in non-domestic properties.

Duty Holders Responsibilities

1. Must take reasonable steps to find out if there are materials containing asbestos in the premises and, if so, how much, where they are and what condition they are in. This will involve a survey being undertaken by a competent person;
2. The results of the survey should be recorded and the information provided to anyone who may work on, or disturb, the materials, for example, contractors;
3. Must develop a plan to manage materials containing asbestos on the premises. In some cases, asbestos can be safely left in place and a system of inspection introduced. Where asbestos is to be removed, the duty holder must use a contractor who holds a licence to work on asbestos (exemptions apply);
4. Must undertake a suitable assessment of the risk to health of employees, and others, before any work is carried out that may expose persons to asbestos. The risk assessment should be completed by a competent person;
5. The results of a risk assessment should be recorded and the information provided to employees, including the control measures in place to prevent exposure; and
6. Must review the survey and management plan at regular intervals and revise as necessary.

Employee Responsibilities

1. Must co-operate with the arrangements for the management of asbestos in non-domestic premises, for example, ask to see a copy of the asbestos survey and be mindful as to where asbestos is present, such that you are able to recognise defects or shortcomings in arrangements; and
2. Must notify the duty holder if there any defects or shortcoming in their arrangements.

Black Sluice Internal Drainage Board

Policy No: 22

Control of Noise at Work

| | |
|----------------|---|
| Review | Audit & Risk Committee on 13 th May 2020 |
| Board Approved | |
| Reviewed | Within 5 years |

Working in a noisy environment may result in the ill health of employees, which include the following:

- Temporary or permanent damage to hearing, including noise induced hearing loss;
- Fatigue and stress;
- Tinnitus (ringing, whistling, buzzing or humming in the ears), a distressing condition that can lead to disturbed sleep.

All of the above may result in lower than normal performance in the workplace and so in addition to preventing ill health there are real commercial benefits to be obtained from a noise control programme. The purpose of this policy is to state the responsibilities for noise control at work, such that any ill health risks are eliminated or reduced to as low a level as is reasonably practicable.

Manager Responsibilities

1. You must ensure that all noise hazards within your area of control are identified. In addition, you must estimate, and where necessary measure, the likely exposure.
2. You must identify relevant control measures and record you findings in an action plan. The aim is to protect your employees by eliminating or reducing risks using good practice and ensuring that no legal limits are exceeded.
3. You must provide hearing protection for those at risk (having already given consideration to other means of noise control) as well as providing and managing hearing protection zones.
4. You must consult workers, and/or their representatives and allow their participation and provide information, instruction and training about the noise risk to employees, control measures in place, the hearing protection provided and safe working practices.
5. You must provide health surveillance (hearing checks) for those at risk and use the results to review controls and further protect individuals.
6. You must maintain any noise-control equipment and hearing protection and ensure that anything supplied is fully and properly used.
7. You must review the arrangements for control of noise at work whenever there is a change to a work practice, a change in noise exposure or new ways are uncovered to reduce risks.

Employee Responsibilities

1. You must co-operate with the arrangements for the control of noise at work, including attending for hearing checks.
2. You must use the noise control measures provided and report any defects.
3. You must make full and proper use of the hearing protection provided, especially where its use is mandatory

Black Sluice Internal Drainage Board

Policy No: 24

First Aid & Accident Reporting

| | |
|----------------|---|
| Review | Audit & Risk Committee on 13 th May 2020 |
| Board Approved | |
| Reviewed | Within 5 years |

Under the Health and Safety (First Aid) Regulations 1981, all businesses must have appropriate means for enabling first aid at work. Following any such accident there is a requirement for the employee to report accident details to the employer. The employer then has duties to investigate and to notify the accident to the enforcing authorities where appropriate. The purpose of this policy therefore is to state who is responsible and what they must do in order to ensure adequate First Aid provision and Accident Reporting.

Manager responsibilities

1. You are responsible for ensuring that an ambulance or other professional help is summoned as soon as possible by the most appropriate means or other arrangements are made, as necessary.
2. You are responsible for ensuring that you have an adequate number of First Aid Personnel in your area, and the number of First Aid Personnel is monitored and reviewed. See Note(1).
3. You are responsible for ensuring that there are an adequate number of first aid boxes in the workplace, and that they are suitably stocked, and properly identified. See Note(1).
4. You are responsible for providing means for the accident to be recorded and to check that the accident details are a full and correct account of the accident. See Note(1).
5. You are responsible for following up accidents and ensuring that any remedial actions, where required, are carried out, to prevent recurrence.
6. You are responsible for ensuring that the Incident Contact Centre are notified where appropriate using the correct reporting method.
7. You are responsible for monitoring and reviewing accidents for your area and the Policy for First Aid and Accident Reporting.

Employee Responsibilities

1. You are responsible for advising management of all accidents **and near misses**. When you are injured at work, the law says that you must tell your employer as soon as possible. You do this by ensuring that details of the accident are recorded in the Accident Book. **A near miss is an occurrence that has not resulted in any injury or damage, but easily could have done. This should be reported through the 'Near Miss and Hazard Alert Report Form', which can be found at Policy No. 42; the Near Miss Reporting Policy.**
2. You are reminded of your responsibilities to look after your own safety and the safety of others who may be affected by your acts or omissions, to use work equipment and personal protective equipment correctly, and not to misuse any item of equipment. If an accident does occur report it to your Manager immediately.

Note(1)

Details of First Aid Personnel, First Aid Box(es) and Accident Book(s) are to be found in the **annual Health & Safety Booklet** which should be read in conjunction with this Policy.

Black Sluice Internal Drainage Board

Policy No: 30

Local Government Pension Scheme Discretions

Statement

Scheme Employers

Review Dates:

| | |
|----------------|------------------------------------|
| Reviewed | Audit & Risk Committee 13 May 2020 |
| Board Approved | 26 June 2019 |

INTRODUCTION

Under *Regulation 60 (statements of policy about exercise of discretionary functions) of the LGPS Regulations 2013 and paragraph 2(2) of Schedule 2 of the LGPS Transitional Regulations 2014*, employers are required to make and publish policy statements on how they will exercise **five specific discretions**.

Following the implementation of the LGPS Amendment Regulations 2018 **two further mandatory discretions** have been introduced under regulations 24(a), 30(a), 30(c), 30(e) and 30(f).

In addition there are **two further discretions** relevant to employers, which relate to members who left before 1 April 2014. These are under *Regulation 66 of the Local Government Pension Scheme (Administration) Regulations 2008* (in respect of leavers between 1 April 2008 and 31 March 2014) and under *Regulation 106 of the LGPS Regulation 1997* (in respect of leavers between 1 April 1998 and 31 March 2008).

Any policy statements made must not limit, or 'fetter' how an employer uses any of the discretions afforded by the scheme.

The use of any discretion is likely to lead to immediate and potentially continuing increased pension costs for the employer, which could be considerable.

The employer is required to keep its statement under review and make such revisions as are appropriate following a change in its policy. Following any changes in its policy the employer must publish the revised policy and send a copy to the administering authority within one month of the date the policy is revised.

In formulating and revising the policy statements outlined below, the employer must have regard to the extent to which the exercise of its discretionary powers could lead to a serious loss of confidence in the public service.

The discretions listed below are those that require a written policy, however employers have further discretions under the regulations that they may wish to formulate a written policy on.

FURTHER GUIDANCE FROM THE LOCAL GOVERNMENT PENSION SCHEME SECRETARIAT

When formulating any policies Scheme Employers should also take into account information provided by the LGPC Secretariat which can be found [here](#):

SCHEME EMPLOYER DISCRETIONS

Specific discretions under the LGPS Regulations 2013 and the LGPS Transitional Regulations 2013.

Details of the **five discretions** available are as follows:

1. **Shared cost Additional Pension Contributions - Regulation 16 (2)(e) and 16 (4)(d)**

*Note: these specific provisions of Regulation 16 allow an active member who is paying into the main scheme to enter into an arrangement to pay additional contributions, either by regular contributions (Regulation 16(2)(e)) or by a lump sum payment (Regulation 16(4)(d)). This may be funded in whole or in part by **the employer**.*

The employer does not consider contributions towards additional pension contributions to be an essential part of its employment strategy. However, **the employer** will consider applications made under these specific provisions having regard to **the employer's** general policy from time to time, on the employee pay strategy and the particular circumstances surrounding each case.

It is likely that decisions will be made on the merits of each case having particular regard to factors such as:

- **the employer's** ability to meet the cost of granting such a request; and/or
- the member's personal circumstances.

2. **Awarding Additional Pension - Regulation 31**

*Note: this Regulation 31 allows employers to grant additional pension up to the maximum allowed by the scheme rules provided that the member is active **or** is within 6 months of leaving **for reasons of redundancy or business efficiency or** whose employment was terminated by mutual consent on grounds of business efficiency.*

Employers may wish to use this Regulation as an aid to recruitment, an aid to retention or to compensate or reward an employee who is retiring.

*Employers should also consider provisions of this Regulation, in particular Regulation 31(4), if they decide to exercise their power under **Section 1 (general power of competence) of the Localism Act 2011.***

The employer will consider applications made under this *Regulation* having regard to the particular circumstances surrounding each case. Decisions will be made on the merits of each case having particular regard to the following:

- the member's personal circumstances;
- the interests of **the employer**;

- the additional contributions due to the Fund by **the employer** in respect of the exercise of this discretion;
- any potential benefits or savings to **the employer** arising from the exercise of this discretion;
- other options that are, from time to time, available under **the employer's** severance arrangements;
- the funding position of **the employer** within the Fund;
- the ability of **the employer** to meet the cost of granting such an award.

3. Flexible Retirement - Regulation 30(6)

Note: this provision in the Regulation allows the employer to consent for a member who has attained the age of 55 to draw all or part of their retirement benefits (both pension and lump sum) whilst continuing in employment and Fund membership provided that:

- *there has been a reduction in hours, or*
- *a reduction in grade.*

Employers can choose to waive any reductions that apply under Regulation 30(8).

The employer will consider applications made under this Regulation having regard to the particular circumstances surrounding each case. Decisions will be made on the merits of each case having particular regard to:

- the operating requirements of the employing department
- **the employer's** ability to meet the cost of granting such a request
- whether any demonstrable cost saving in excess of potential savings available under any severance arrangements in place for time to time can be made
- the member's personal circumstances.
- **whether to permit the member to choose to draw all, part or none of the pension benefits they have built up after 1 April 2008. Your flexible retirement policy should set out your position on this matter.**

4. Waiving actuarial reductions - Regulation 30(8)

Note: the employer may waive the actuarial reductions applied to a members benefits, unless 85 year rule protections exist employers can waive:

- *all of the reductions in respect of pre 1 April 2014 benefits but only on compassionate grounds (paragraph 2 of Schedule 2 of the LGPS Transitional Regulations 2014);*
- *all or some of the actuarial reduction in respect of post 1 April 2014 on any grounds.*

Where 85 year rule protections exists and the member has full or tapered protection the employer can waive all of the reductions but only on compassionate grounds for the service up to the date the 85 year rule protection ends (31 March 2016 (full) or 31 March .2020 (tapered)).

The employer, will consider applications made under this Regulation having regard to the particular circumstances surrounding each case. Decisions will be made on the merits of each case having particular regard to:

- **the employer's** ability to meet the cost of granting such a request
- whether any demonstrable cost saving in excess of potential savings available under any severance arrangements in place from time to time can be made
- the member's personal circumstances

Applications for the payment of unreduced benefits for service before 1 April 2014 on the grounds of compassion will be granted if:

- in **the employer's** sole opinion, the special extenuating circumstances surrounding the application, along with the supporting evidence provided justify approval and
- **the employer** can meet the cost of granting such a request.

5. Switching on the 85 rule – Schedule 2 - 1(1)(c) of the LGPS Transitional Regulations 2014

Note: The employer can decide to “switch on” the 85 year rule to allow members to receive benefits either unreduced or with a smaller reduction to their 85 year rule date. The employer will be responsible for meeting any strain costs relating to benefits being paid before age 60. If the employer does not “switch on” the 85 year rule the member’s benefits will be reduced to age 60 or the date they meet the 85 year rule if later.

The employer, will consider applications made under this Regulation having regard to the particular circumstances surrounding each case. Decisions will be made on the merits of each case having particular regard to:

- **the employer's** ability to meet the cost of granting such a request;
- whether any demonstrable cost saving in excess of potential savings available under any severance arrangements in place from time to time can be made;
- the member's personal circumstances.

Further discretions under the LGPS Regulations 1997 and the LGPS Benefits Regulations 2007

There are also two other discretions for employers but these relate specifically to members who left before 1 April 2014.

Whilst the LGPS Regulations 2013 repeals the LGPS Regulations 1997 and the LGPS Benefits Regulations 2007 (in so far as they had not already been repealed), Regulation 3(1) of the LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014 allows for the LGPS Regulations 1997 and the LGPS Benefits Regulations 2007 to still have effect in so far as they relate to certain member benefits before 1 April 2014. As such, the other discretions still available for certain members only, are as follows:

1. Early Payment of Deferred Pensions for members who left before 1st April 2014 – Regulation 2 of the LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014, Regulation 30(2) and 30(5) of the LGPS Benefits Regulations 2007 & Regulation 31(2) and Regulation 31(5) of the LGPS Regulations 1997

Note: This Regulation allows employers to allow members who left the scheme before 1 April 2014 and who are over the age of 55 to take their benefits early. Under Regulation 30(5) employers can waive any reduction to benefits paid under that Regulation on compassionate grounds. Additionally under Regulation 2 (1(2)) employers may elect to ‘switch on’ the 85 year rule where a member has taken voluntarily early payment of deferred benefits from age 55.

The employer, will consider applications made under this Regulation having regard to the particular circumstances surrounding each case. Decisions will be made on the merits of each case having particular regard to:

- **the employer's** ability to meet the cost of granting such a request
- the member's personal circumstances

Applications for the payment of unreduced benefits on the grounds of compassion will be granted if:

- in **the employer's** sole opinion, the special extenuating circumstances surrounding the application, along with the supporting evidence provided justify approval and
- **the employer** can meet the cost of granting such a request.

N.B. Deferred members who left the Scheme before 1 April 2008 can still make application for the early payment of their deferred benefits after age 50 under LGPS rules. However, under HMRC rules such payments would be classed as 'un-authorised' and would be subject to a punitive tax charge.

2. Early Payment of Deferred Pensions for members who left before 1st April 2014 and have ceased to be entitled to a tier 3 ill benefit - Regulation 2 of the LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014, Regulation 30A(3) and 30A(5) of the LGPS Benefits Regulations 2007.

These regulations allow employers to permit members who have ceased to be entitled to a tier 3 ill health benefit and who are over the age of 55 to take their benefits early. Under sub paragraph 5 of Regulation 30A employers can waive any reduction to benefits paid under that Regulation on compassionate grounds. Alternatively under Regulation 2 (1(2)), employers may elect to 'switch on' the 85 year rule where voluntary early payment of suspended tier 3 ill health pension is taken.

The employer, will consider applications made under this Regulation having regard to the particular circumstances surrounding each case. Decisions will be made on the merits of each case having particular regard to:

- the employer's ability to meet the cost of granting such a request
- the member's personal circumstances

Applications for the payment of unreduced benefits on the grounds of compassion will be granted if:

- in **the employer's** sole opinion, the special extenuating circumstances surrounding the application, along with the supporting evidence provided justify approval and
- **the employer** can meet the cost of granting such a request.

BLACK SLUICE INTERNAL DRAINAGE BOARD

EMERGENCY FIRE PLAN

FOR PREMISES

AT

STATION ROAD

SWINESHEAD

PE20 3PW

Approved by the Board on 17th June 2015

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4. Fire Risks
 - 4.1 Main Risks
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1 GENERAL POLICY

It is the policy of Black Sluice Internal Drainage Board, to ensure that all employees, contractors and visitors are protected from the risks of fire. With this aim appropriate fire safety measures shall be taken. In addition, appropriate evacuation procedures shall be developed, implemented and periodically tested. All employees shall be provided with sufficient appropriate fire awareness training and instruction. The premises shall comply with relevant fire safety legislation and recognised good practice.

The main legislation relevant to this is:

The Regulatory Reform (Fire safety) Order 2005

2. PROCEDURES / GUIDANCE

2.1 General Staff Instruction

All staff must be familiar with the fire procedures as required by **The Regulatory Reform (Fire safety) Order 2005** and the **Health & Safety at Work, etc. Act 1974**.

Fire procedures are posted throughout the building and can be found on exit routes normally adjacent to fire alarm call points.

All staff must ensure that they are familiar with the means of escape in case of fire by walking the routes from the area in which they are employed.

Staff should be familiar with the fire assembly point, which is indicated in the fire procedure for the building.

If you have to evacuate the premises:

- **DO** exit quickly and calmly
- **DO** go directly to open air
- **DO NOT** stop to collect personal belongings
- **DO** close the doors behind you

Sounders, Push button howlers or gong type are strategically located in each workplace building and new employees must be shown their location as part of their induction, or on them being exposed to new or significant risks together with the location of fire extinguishers.

Portable fire extinguishers are sited in 'high risk' areas and at regular intervals on corridors / exit routes.

Any instructions given by the management must be complied with as they are exercising their duties outlined in the Health & safety Policy.

2.2 Fire safety

Fire safety is everyone's responsibility. All employees, contractors and visitors are expected to follow established safety procedures to ensure the safe use of electrical / gas appliances, the safe use, storage and disposal of hazardous / combustible materials and compliance with the requirements of the building smoking policy.

To this end all contractors will be required to be provided with a copy of the general fire safety policy and to provide suitable risk assessments for the work undertaken.

2.2 Fire Precautions

Fire resisting doors must be kept closed at all times (unless there are doors which automatically close when the alarm is sounded) to maintain compartmentalisation of the building and to prevent the spread of the fire and / or toxic smoke.

Corridors, stairways, landings and escape routes must be kept clear at all times of anything that is likely to cause a fire or accident or to impede evacuation in an emergency. Everyday objects such as building materials left on an escape corridor pose serious obstacles during an emergency evacuation.

Hazardous materials must be stored, used and disposed of in accordance with all legal requirements and safe working practices.

All fire fighting equipment must be kept free from obstruction and be readily available for use in an emergency. Portable fire fighting equipment must not be removed or repositioned without authority.

Any obvious or suspected damage to, or misuse of, the fire alarm or fire fighting equipment must be reported immediately.

2.4 Fire Action Procedure

Any person suspecting or discovering a fire shall:

- If circumstances dictate, or if ordered to do so, leave the building by the nearest available exit route.
- Use the fire extinguishers (if required) to assist in the evacuation of the building.
- Raise the alarm vocally or nearest sounder point whilst evacuating.
- Call the Fire brigade direct by dialling 999 and give the correct address of the building and any other information they require.
- If possible, tackle the fire with the correct type of extinguisher - **but only** if there is no risk to oneself **and** practical, "**hands on**" training has previously been undertaken.

Any person hearing a report of fire or a fire alarm shall:

- Leave the building by the nearest available fire exit route
- Go directly to the assembly point
- Never re-enter the building until instructed to do so by a member of the Fire Brigade or your supervisor or manager. Never re-enter a building whilst the alarm is still sounding.
- Instructions given in an emergency evacuation by nominated staff must be followed.

2.5 Evacuation Procedures for Disabled Persons

Individuals having a disability, which may affect their ability to recognise that an emergency is taking place or to evacuate a building unaided, will have a personal emergency evacuation strategy drawn up. This evacuation strategy will be specific to the needs and abilities of the individual in question.

Wheelchair users and persons with mobility impairment

The wheelchair user must notify an official of the details of their personal evacuation strategy. If, due to the nature of the illness / injury, the individual cannot be removed from their wheelchair without risk of serious injury, movement to a point of temporary refuge will be considered as part of the personal evacuation strategy.

It is essential that wherever possible co-ordinators are aware of staff or visitors to the building who have specific emergency evacuation needs.

Deaf / Hearing impaired Persons

There are no visual fire signals within the building. Deaf or hearing impaired persons who are likely to be working in an isolated area are encouraged to advise an appropriate member of staff of this fact, so that they may be notified of any alarm.

Blind / Visually impaired Persons

Blind / visually impaired persons are advised to identify himself or herself to an official or member of staff rather than wait until an evacuation takes place.

2.6 Fire Safety Co-ordinator

The Building shall have a Fire Safety Co-ordinator who will normally be your supervisor or manager. In the event of evacuation of the building the Fire safety Co-ordinator will liaise with the emergency services.

The Fire safety Co-ordinator will:

- remain at the fire assembly point until told to stand down by the senior officer from emergency services.
- check-in each group as they arrive and make note of their responses.
- provide this information to the senior officer from emergency services on request.

- inform the senior officer from emergency services of the location of any member of staff, contractor or visitor who is waiting for evacuations in a refuge.
- provide information gathered during the evacuation.

The Fire Safety Co-ordinator on this site is Daniel Withnall. Substitute Andrew Scott.

2.7 Trained Personnel

Where there are a significant number of people, it is not practicable to have a roll call or keep a formal fire register. Similarly, where there are a significant proportion of 'mobile' people at any given time, specific locations are not predictable.

In such cases, responsible persons are appointed to assist in the safe evacuation of all staff and visitors present from pre-designated areas of the building.

Responsible persons will be familiar with all the exit points for their area and will direct staff and visitors towards the most appropriate available exit.

Additionally, fire safety training allows any responsible person to act as Fire Co-ordinator and to be the first point of contact with the Emergency Services when they arrive on site.

It must be stressed, however, that staff are **NOT** trained to be fire fighters. Their main function is to assist the progress of the evacuation and to report its progress to the fire safety Co-ordinator.

When the alarm sounds or vocal fire alarm is given

- Direct staff and visitors towards the **nearest available fire exit**.
- Maintain a steady flow of people evacuating the building and prevent 'bottlenecks' building up by redirecting staff and visitors towards other available exits (so that they are not placed at risk).
- direct staff and visitors away from potential sources of fire, where these are known.
- ensure (so far as is reasonably practicable) that the floor is clear or is actively evacuating.
- leave the building themselves by the nearest available exit.
- report to the Fire Safety Co-ordinator (who will be at the fire control point) on the status of their area (staff/visitor accountability, fire location(s)).
- remain with the Fire Co-ordinator so that they can be re-deployed to aid in controlling other aspects of the evacuation or to be at the disposal of the senior officer of the emergency services on site.
- take part in a short de-brief session with the Fire Safety Co-ordinator once permission to re-enter the building is given.

2.8 Evacuation Drills

In accordance with fire safety Legislation, fire evacuation drills will be carried out at least annually.

The drills will monitor the effectiveness of the local evacuation procedures and, where necessary, identify required changes. They will also time the evacuation and compare the time to a previously determined acceptable time limit based on national standards and accepted good practice. In cases where the evacuation takes longer than the expected time, a second drill may be carried out at a later date. The results of each evacuation drill should be recorded in the fire safety log book.

2.9 Training , Instruction and Information

An appropriate person shall give all new employees fire safety induction training in the first week of employment. this will include identification of escape routes, location of fire extinguisher and call points, where assembly point is and any local hazards that they need to be aware of.

The training must:-

- Include suitable and sufficient instruction and training on the appropriate precautions and actions to be taken by employees in order to safeguard themselves and other relevant persons on the premises.
- Be repeated periodically where appropriate
- Be adapted to take account of new or changed risks to the safety of the employee.
- Be provided in a manner appropriate to the risk identified by the risk assessment
- Take place in normal working hours.

Training must include:-

- Actions to be taken on discovering a fire or on hearing the fire alarm
- The method of raising the alarm
- The method of calling the fire services
- Correct evacuation procedures and location of fire assembly points
- How to use portable extinguishers (if safe to do so).

2.10 Buildings Alterations

When alterations are being planned the company will ensure that the requirements of relevant fire safety legislation / recognised standards are considered and that the proposed facilities meet the requirements.

2.11 Fire Risk Assessments

In accordance with fire safety legislation, fire risk assessments should be carried out annually. The Risk assessments shall be amended as necessary when circumstances require it (e.g. Building changes). The fire risk assessments shall be reviewed whenever any changes to structure, layout or usage of the building takes place to ensure their on-going relevance and adequacy.

2.12 Monitoring and Audit

Supervisor / manager should, as part of their day-to-day duties and during inspections, ensure that fire safety measures are in place and are working as they are intended to.

Fire safety shall be included in the safety Management System audits carried out by Supervisors / managers.

The system is also to be serviced periodically, not to exceed six months, by a competent person (alarm engineer). During a 12 month period, servicing is to include operation of all manual call points and testing of detectors. All testing and maintenance to be documented in a log book.

3. DETAILED INFORMATION

3.1 Location of Fire Extinguishers

| | | |
|-----------|-------------------------|---|
| Office | Reception: | 6 litre water with additive. 2kg carbon dioxide |
| | Rating Office: | 6 litre water with additive. 2kg carbon dioxide. |
| | Supervisors Office: | 6 litre water with additive. 2kg carbon dioxide. |
| | Ground floor near lift: | 6 litre water with additive. 2kg carbon dioxide. |
| | Kitchen: | Fire Blanket. 2kg Powder |
| | Top of Stairs: | 6 litre water with additive. 2kg carbon dioxide |
| | Design Office: | 6 litre water with additive. 2kg carbon dioxide |
| | Workshop | Main Door |
| Side Wall | | 3kg powder 9 litre water |

| | | |
|--------------|---------------------|-----------------------------|
| | Back Wall | 6 litre foam 3 kg powder |
| Storage Area | Main Door | 9 litre foam |
| | Side Emergency door | 9 litre foam |
| | Back Wall | 9 litre foam |
| | Canteen | 9 litre foam |
| | Under stairs | 2 x 1kg powder |

Water additive fire extinguishers are best used for:
Class A fires, wood, paper, material, cloth

Carbon Dioxide Extinguishers CO2s are designed for Class B and C (flammable liquid and electrical) fires only.

Fire blankets are made of fire-resistant materials. They are particularly useful for smothering fat pan fires or for wrapping around a person whose clothing is on fire.

Powder extinguishers are suitable for Class A (paper wood textiles), B (flammable liquids, petrol, paints etc) & C (flammable gases, propane and butane) fires. They can also be used effectively on electrical fires

Foam spray extinguishers, (AFFF Aqueous Film Forming Foam), are ideal for multi risk situations where both Class A (paper, wood and textiles) and Class B (flammable liquids) are likely to be found. Foam spray extinguishers are especially suitable for Class B fire involving flammable liquids such as oils, spirits, fats and certain plastics.

3.2 Escape Routes

| | |
|---------------------------------|---|
| Rating Office and Secure Store: | Leave building via escape door in rating office. |
| Administration Office: | Leave through reception and front doors. |
| Reception: | Through front doors. |
| Operations Managers Office: | Along corridor, down stairs and leave through emergency door. |
| Supervisor's Office | Leave via emergency door or into workshop and through workshop exit door. |
| Chief Executive Office: | Down stairs and leave through emergency door. |
| Finance Officer's Office: | Down stairs and leave through emergency door. |
| Engineering Department: | Along corridor, down stairs and leave through emergency door. |

| | |
|-------------------|--|
| Board Room: | Into corridor, down stairs and outside via emergency door. |
| Workshop | Through main door or exit door to south side of building. |
| Main Storage Area | Through main door onto south side of building, or through fire exit doors on side or rear of the building. |

3.3 Assembly Point

The assembly point for evacuees from the office is in the car park in front of the office building.

The assembly point for evacuees from the workshop and general store is on the south side of the building.

4. Fire Risks

4.1 Main Risks

| | |
|------------------------|--|
| Office | Electrical Equipment Gas Boiler Electrical appliances in kitchen Air Conditioning units |
| Workshop | Welding Equipment Gas Boiler Grinder Power Tools Batteries Oils |
| Store Area | Stored Materials (paint, timber etc) Parked equipment Waste materials |
| External Storage areas | Diesel Tanks |

5. RISK ANALYSIS

5.1 Office

5.1.1 Electrical Equipment

Risk: Computers could short circuit or fail and catch fire.

Consequence: Fire spreading to furniture

How risk managed: Review equipment before end of life.
Renew any faulty equipment.
Modern electrical system.

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level | Action |
|--------------------------|------------------------------|------------|---------------------|
| MEDIUM | LOW | 2 | Satisfactory |

5.1.2 Gas Boiler

Risk: Boiler catching fire.

Consequence: Fire in kitchen.

How risk is managed: Annual servicing of boiler.

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level | Action |
|--------------------------|------------------------------|------------|---------------------|
| MEDIUM | LOW | 2 | Satisfactory |

5.2 Workshop

5.2.1 Welding and Cutting Equipment

Risk: Sparks causing fire.

Consequence: Fire in combustible material.

How risk is managed: Partitions round welding area.

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level | Action |
|--------------------------|------------------------------|------------|---------------------|
| MEDIUM | LOW | 2 | Satisfactory |

5.2.2 Electrical Equipment

Risk: Grinders or other equipment could catch fire.

Consequence: Fire spreading to machinery

How risk managed: Review equipment before end of life.
Renew any faulty equipment.
Regular testing.

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level | Action |
|--------------------------|------------------------------|------------|---------------------|
| MEDIUM | LOW | 2 | Satisfactory |

5.3 General Store

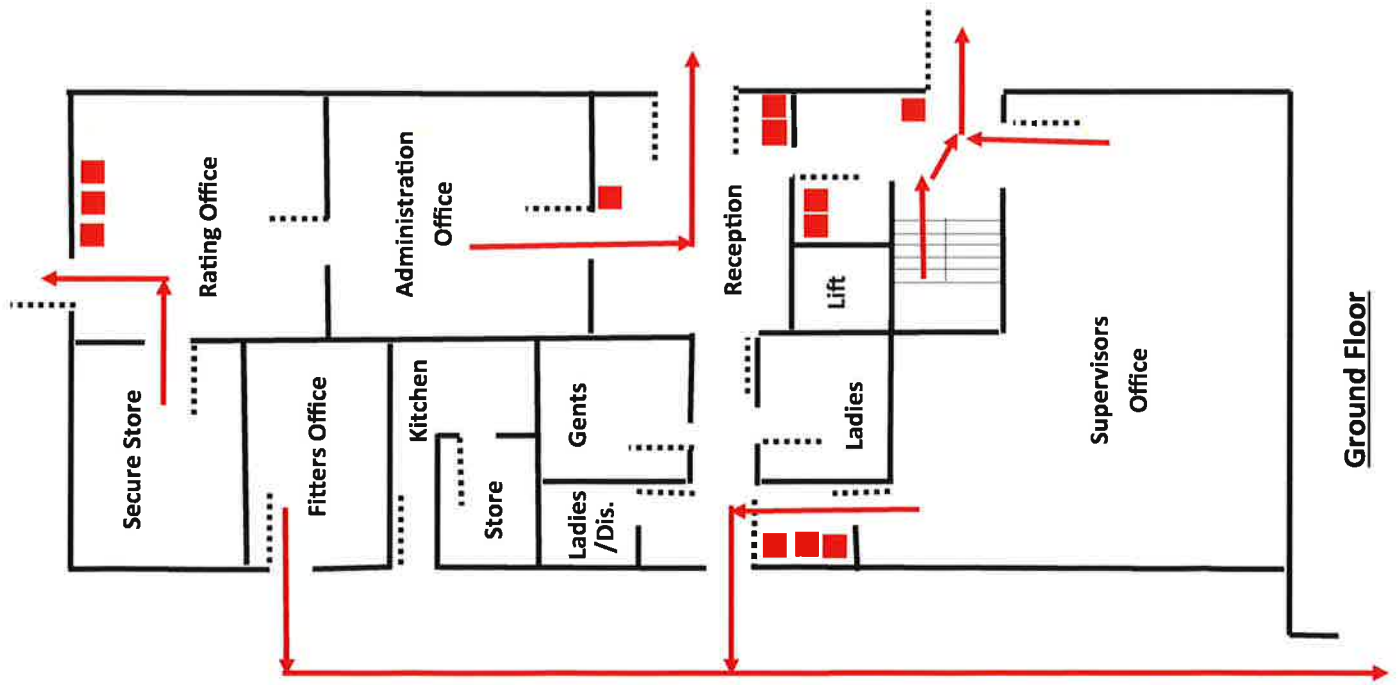
5.3.1 Machinery

Risk: Machinery short circuits causing fire.

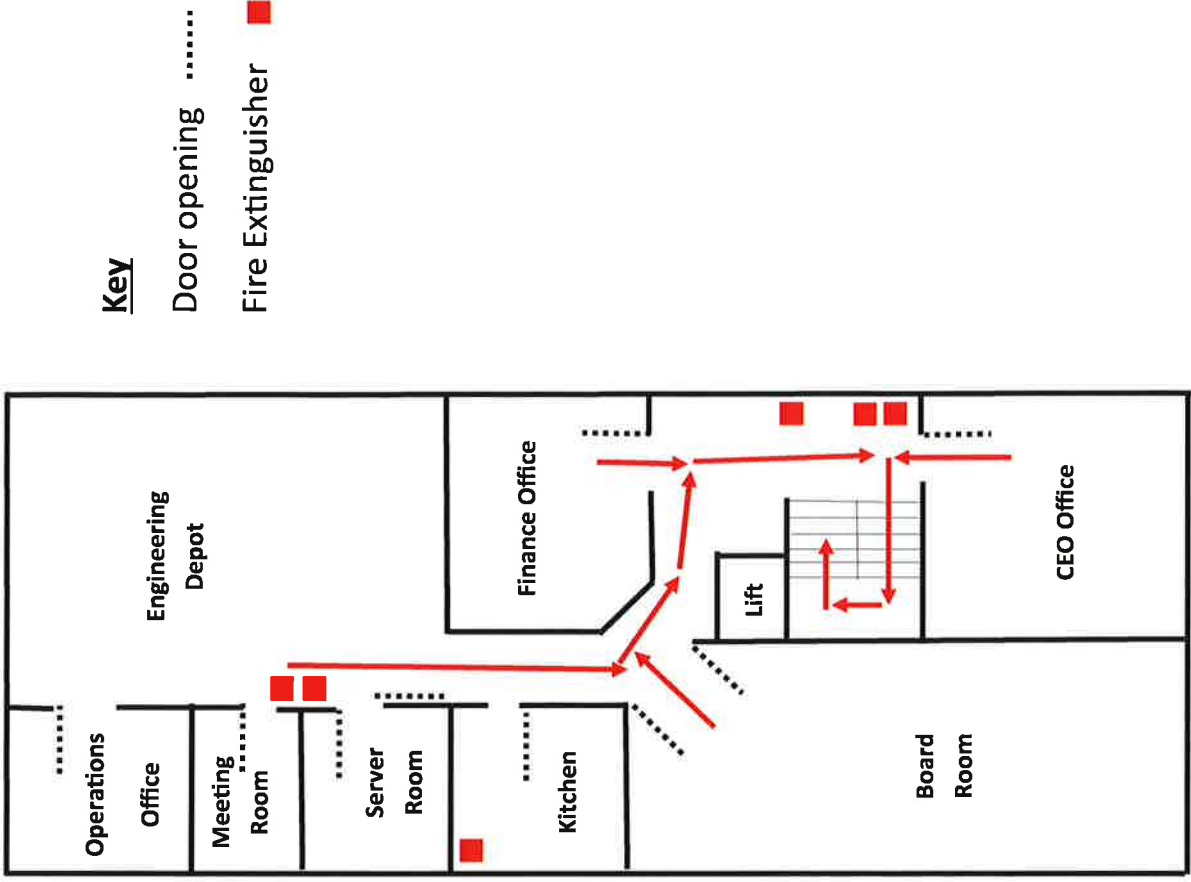
Consequence: Fire spreading

How risk managed: Review equipment before end of life.
Renew any faulty equipment.
Regular testing.

| Potential Impact of Risk | Potential likelihood of Risk | Risk Level | Action |
|--------------------------|------------------------------|------------|---------------------|
| MEDIUM | LOW | 2 | Satisfactory |



Ground Floor



First Floor

Key

Door opening>

Fire Extinguisher ■

Black Sluice Internal Drainage Board

Policy No: 47

COVID-19 Business Continuity plan

Review Dates:

| | |
|----------------|-------------|
| Reviewed | 13 May 2020 |
| Board Approved | |

Introduction

A coronavirus is a type of virus. As a group, coronaviruses are common across the world. COVID-19 is a new strain of coronavirus first identified in Wuhan City, China in January 2020.

The incubation period of COVID-19 is between 2 to 14 days. This means that if a person remains well 14 days after contact with someone with confirmed coronavirus, they have not been infected.

Stay aware of the latest information on the COVID-19 outbreak, available on the World Health Organisation website and through your national and local public health authority. Many countries around the world have seen cases of COVID-19 and several have seen outbreaks. Authorities in China and some other countries have succeeded in slowing or stopping their outbreaks. However, the situation is unpredictable so check regularly for the latest news.

The latest information on COVID 19 in the UK can be found at <https://www.gov.uk/guidance/coronavirus-covid-19-information-for-the-public>

Phases and Actions

- 1. Contain Phase.** Across the whole of the UK, public health agencies and authorities, the NHS, and Health and Social Care NI (HSCNI) have established plans and procedures to detect and isolate the first cases of COVID-19 as they emerge in the UK.
 - Anyone visiting infected areas in the previous 14 days should self-isolate and contact NHS 111 or use the NHS 111 online tool.
 - Anyone that has been in contact with someone with confirmed COVID-19 should self-isolate and contact NHS 111 or use the NHS 111 online tool.
 - Anyone experiencing COVID-19 symptoms (fever, dry cough, tiredness) should stay at home and contact NHS 111 or use the NHS 111 online tool.
 - Make sure the Sickness reporting procedures are followed.
 - Is it necessary to shake hands?
 - If you have any plans to travel abroad please discuss these with your line manager.
- 2. Delay Phase.** The Delay phase buys time for the testing of drugs and initial development of vaccines and/or improved therapies or tests to help reduce the impact of the disease.
 - Continue actions as per Contain Phase
 - People with Flu like symptoms may be asked to self-isolate by the authorities
 - If you have any plans to travel abroad please discuss these with your line manager.

- Consider postponing or cancelling meetings. Given the age of Board members some will be at greater risk of death if they were to contract COVID-19. Could meetings be held by Webinar if this phase became prolonged?
- Workforce
 - Encourage Lone-working – 1 person per machine
 - Don't congregate – e.g scan and send timesheets (install adobe scan on work phones)
- Office Staff
 - Clean surfaces regularly, daily as a minimum (Desks, keyboards, phones, light switches, door handles, anything you touch)
 - Can you work from home? Discuss with your line manager
 - Consider Reception and phone answering functions – rota basis from home? (Jill, Alex, Jess) only likely if cases identified
 - Restrict visitors to the office, can the outcome be achieved with a phone call or remote meeting? (The Board is setting up web/phone conferencing)

3. Research Phase It is possible that an outbreak or pandemic of COVID-19 could occur in multiple waves (it is not known yet if the disease will have a seasonal pattern, like flu) and therefore, depending upon what the emerging evidence starts to tell us, it may be necessary to ensure readiness for a future wave of activity.

The intention is to gather evidence about effective interventions in order to inform decision-making going forward. The UK government will keep emerging research needs under close review and progress research activities set out above.

4. Mitigate Phase As and when the disease moves into different phases, for example if transmission of the virus becomes established in the UK population, the nature and scale of the response will change. The chief focus will be to provide essential services, helping those most at risk to access the right treatment.

General Advice to Prevent the Spread of COVID-19

Public Health England (PHE) recommends that the following general cold and flu precautions are taken to help prevent people from catching and spreading COVID-19:

- cover your mouth and nose with a tissue or your sleeve (not your hands) when you cough or sneeze.
- put used tissues in the bin straight away
- wash your hands with soap and water often – use hand sanitiser gel or the provided wipes if soap and water are not available.
- try to avoid close contact with people who are unwell
- clean and disinfect frequently touched objects and surfaces
- do not touch your eyes, nose or mouth if your hands are not clean

Employees are not recommended to wear facemasks (also known as surgical masks or respirators) to protect against the virus. Facemasks are only recommended to be worn by symptomatic individuals (advised by a healthcare worker) to reduce the risk of transmitting the infection to other people.



Representing Drainage Water Level & Flood Risk Management Authorities

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Website: 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 – representing drainage, water level and flood risk management authorities

Member of EUWMA- the European Union of Water Management Associations
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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



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.

| Ref | Issue | Recommendation |
|------------|-------------------------------------|---|
| d) | Quality of advice | 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) | Welfare facilities | Ensure that all staff and operatives have access to appropriate toilet & mess facilities when working away from base office /depot. |
| f) | Routine training | Plan and provide regular HS&W training updates to all staff and operatives, especially following accidents or incidents. |
| g) | Health surveillance | Implement regular health screening for all staff and operatives. |
| h) | Capacity | 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) | Risk assessment | Ensure that risk assessments are undertaken for the IDB's activities. |
| j) | Toolbox Talks & Training | Plan and deliver programmes that provide information, instruction, training and supervision for hazardous activities highlighted in risk assessments. |
| k) | Machinery inspection | 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

BLACK SLUICE INTERNAL DRAINAGE BOARD
RISK REGISTER

| Objectives | Ref | Risk | Potential Impact of Risk | Potential Likelihood of Risk | Risk Score | Gaps in control | Action Plan | |
|---|---|---|----------------------------------|------------------------------|------------|-----------------|-------------|--|
| To provide and maintain standards of sound needs based sustainable flood protection. | 1.1 | Being unable to prevent flooding to property or land (a) Coastal flooding from failure of overtopping of defences (b) Fluvial flooding from failure of overtopping of defences (c) Flooding from failure of IDB pumping stations or excess rainfall (d) Flooding from sewers or riparian watercourses | High | Low | 3 | | | |
| | 1.1 | | High | Medium | 6 | | | |
| | 1.1 | | High | Low | 3 | | | |
| | 1.1 | | Medium | Low | 2 | | | |
| | 1.2 | | High | Low | 3 | | | |
| | 1.3 | | High | Low | 3 | | Maintenance | |
| | 1.4 | | Medium | Low | 2 | | Maintenance | |
| | 1.5 | | Medium | Low | 2 | | Training | |
| | 1.6 | | Medium | Low | 2 | | | |
| | 1.7 | | Medium | Low | 2 | | | |
| | 1.8 | | Medium | Low | 2 | | | |
| To conserve and enhance the environment wherever practical and possible to ensure there is no net loss of biodiversity. | 1.9 | Insufficient finance to carry out works | Medium | Low | 2 | | | |
| | 1.10 | Reduction in staff performance | Medium | Low | 2 | | | |
| | 1.11 | Insufficient staff resources | Medium | Low | 2 | | Review | |
| | 2.1 | Prosecution for not adhering to environmental legislation | Medium | Low | 2 | | BAP | |
| | 2.2 | Non delivery of objectives | Low | Low | 1 | | BAP | |
| | 3.1 | Emergency Plan inadequate or not up to date | Low | Low | 1 | | Review | |
| | 3.2 | Insufficient resources (Staff and Equipment) | Medium | Low | 2 | | Review | |
| | 3.3 | Critical Incident loss of office | High | Low | 3 | None | | |
| | 4.1 | Injury to staff and subsequent claims and losses | Medium | Low | 2 | | Training | |
| | 4.2 | Not complying with Health and Safety legislation | High | Low | 3 | | Consultant | |
| | To provide a safe and fulfilling working environment for staff. | 5.1 | Loss of cash | Low | Low | 1 | None | |
| 5.2 | | Loss of money invested in building societies, banks and managed funds | Medium | Low | 2 | None | | |
| 5.3 | | Fraud by senior officers | Low | Low | 1 | None | | |
| 5.4 | | Inadequacy of Internal Checks | Medium | Low | 2 | | | |
| 5.5 | | Fraudulent use of credit cards | Low | Medium | 2 | | | |
| 6.1 | | Board Members in making decisions | Low | Low | 1 | | | |
| 6.2 | | Not complying with all employment regulations and laws | Medium | Low | 2 | | Accounts | |
| 7.1 | | Collecting insufficient income to fund expenditure | Low | Low | 1 | | | |
| 7.2 | | IDB abolished or taken over | Low | Low | 1 | | | |
| 8.1 | | Loss of telemetry | Medium | Low | 2 | | Maintenance | |
| To ensure that all actions taken by the Board comply with all current UK and EU legislation | | 8.2 | Loss of telephone Communications | Low | Low | 1 | | |
| | 8.3 | Loss of Internet Connection | Medium | Low | 2 | | | |
| | 8.4 | Network Failure | High | Low | 3 | | | |
| | 8.5 | Breach in Cyber Security | Medium | Low | 2 | | | |
| | 8.6 | Network Security Breach | Medium | Low | 2 | | | |
| | 8.7 | Virus being introduced to Network | Medium | Low | 2 | | | |
| | 8.8 | Loss of accounting records | Medium | Low | 2 | None | | |
| | 8.9 | Loss of rating records | Medium | Low | 2 | None | | |
| | A cost efficient IDB that provides a Value for Money service. | | | | | | | |
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CATALOGUE OF BOARD POLICIES

| | A&R Committee Review | To be reviewed | | | | | | | | | | | | | | | | | | | | | |
|--|----------------------|----------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--|
| | | Oct 13 | Apr 14 | Dec 14 | Apr 15 | Sep 15 | Apr 16 | Sep 16 | Apr 17 | Sep 17 | Apr 18 | Sep 18 | Apr 19 | Sep 19 | Apr 20 | Sep 20 | Apr 21 | Sep 21 | Apr 22 | Sep 22 | Apr 23 | Sep 23 | |
| Management Accounts | 3 years | | | | | | | | | | | | | | | | | | | | | | |
| Annual Accounts | 3 years | | | | | | | | | | | | | | | | | | | | | | |
| A Policy Statement Water Level & Flood Risk Management | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| B BSIDB Byelaws | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 1 Risk Management Strategy | Annual | | | | | | | | | | | | | | | | | | | | | | |
| 2 Risk Register | Annual | | | | | | | | | | | | | | | | | | | | | | |
| 3 Financial Regulations | 3 years | | | | | | | | | | | | | | | | | | | | | | |
| 4 Procurement Policy | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 5 Investment Strategy | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 6 Insurance Arrangements | 3 years | | | | | | | | | | | | | | | | | | | | | | |
| 7 Black Sluice IDB H&S Booklet | | | | | | | | | | | | | | | | | | | | | | | |
| 8 Relaxation of Board Byelaw No 10 (the 9m byelaw) | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 9 Structures Replacement | Annual | | | | | | | | | | | | | | | | | | | | | | |
| 10 Delegation of Authority | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 11 Biodiversity Action Plan | Annual | | | | | | | | | | | | | | | | | | | | | | |
| 12 Standing Orders | | | | | | | | | | | | | | | | | | | | | | | |
| 13 Emergency Flood Response Plan | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 14 Complaints Procedure | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 15 Employees Code of Conduct | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 16 Fraud and Corruption | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 17 Members Code of Conduct | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 18 Whistle Blowing Confidential Reporting Code | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 19 Anti Bribery | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 20 Officers Car Loan | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 21 H&S Control & Management of Asbestos | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 22 H&S Control of Noise at Work | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 23 H&S Policy for Display Screen Equipment | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 24 H&S First Aid and Accident Recording | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 25 Lone Worker | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 26 H&S Young Persons Safety at Work policy | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 27 Control of Ragwort | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 28 Land Drains discharging into Board Maintained Watercourse | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 29 Control of Rabbits, Rats & other Rodents | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 30 Pension Discretion LPF 2014 | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 31 Publication Scheme | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 32 Data Protection | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 33 Smoking Policy | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 34 Gift and Hospitality | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 35 Fire Management Plan | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 36 H&S Manual Handling Operations | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 37 H&S Managing Stress in the Workplace | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 38 H&S Vibration at Work policy | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 39 H&S Wearing of seat belts in Boards vehicles | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 40 Commercial Works | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 41 Public Sector Co-operation Agreement | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 42 Near Miss Reporting | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 43 Electronic Information and Communication Systems | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 44 Development Control Charges and Fees Policy | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 45 Mobile Phones & Devices | 5 years | | | | | | | | | | | | | | | | | | | | | | |
| 47 COVID-19 Business Continuity Plan | N/A | | | | | | | | | | | | | | | | | | | | | | |