

Black Sluice Internal Drainage Board



*Business Plan
2011 - 2012*

MISSION STATEMENT

The Board state in their policy statement that the Policy Aim will be:

To reduce the risk to people and the developed and natural environment from flooding by encouraging the provision of technically, environmentally and economically sound and sustainable defence measures.

By providing land drainage and water management services the Board's aim will be to reduce the risk of flooding to people, property, infrastructure and the natural environment.

The Board will endeavour to maintain water levels in drainage channels at a satisfactory level for all stakeholders throughout the year. This will be achieved by maintaining and improving assets, which are the 34 pumping stations and 800km of drainage channels under the jurisdiction of the Board.

All of the Board's activities will be carried out economically and if possible within the annual budgets and will provide value for money to all stakeholders.

The Board will work in partnership with other authorities, particularly Lincolnshire County Council, Environment Agency and local District Councils to deliver surface water management in the Board's area.

The Board will regulate land drainage activities to facilitate land use for agricultural, residential, commercial, recreational and environmental purposes.

All the Board's activities will maintain natural habitats that exist in and along watercourses, and the Board will where possible develop works to enhance biodiversity.

Executive Summary

Black Sluice IDB is an Internal Drainage Board which was constituted under the provisions of the 1935 Land Drainage Act. It is a land drainage authority for an area mainly south west of Boston.

The Board's main objectives are:-

- Water Level Management
- Land Drainage
- Flood Prevention
- Protection and Improvement of Biodiversity in watercourses
- Supervision of all Board's watercourses except main rivers

The Board has an income of approximately £2 million which it collects from individual agricultural ratepayers and from a special levy it collects from District Councils in its area.

This income is spent on maintenance of drainage channels and pumping stations to achieve its objectives.

Delivery of Service

The Board aims to minimise the risk of flooding to people and property in its area and to provide a satisfactory water level in drainage channels for its agricultural rate payers. This is achieved by maintaining and where necessary carrying out improvements to water courses and pumping stations within its area.

The Board's work is primarily carried out by an in house workforce and plant and machinery which are owned by the Board. 70% of the expenditure is spent on maintenance of watercourses and pumping stations, including environmental improvements relating to this work.

Excess weed growth is annually removed from all open watercourses between July and November each year. Excess silt is removed from all watercourses at least every ten years, and silt is removed from piped sections of watercourse on a regular cycle, and culverts are checked at least once in a ten year cycle.

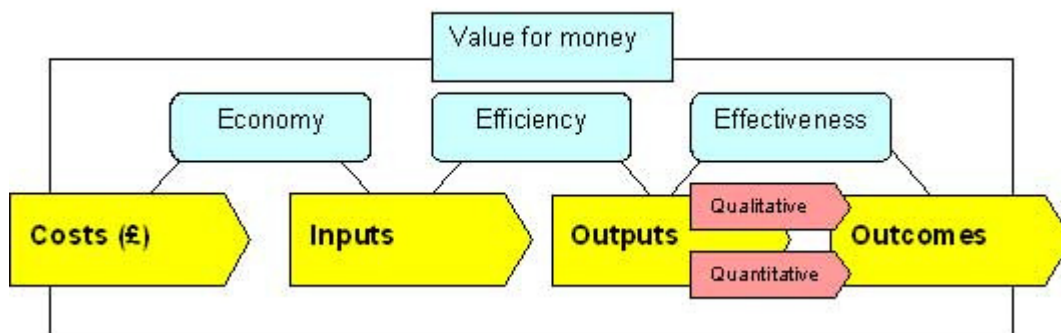
The Board have developed an asset database for watercourses which gives an assessed condition for every sub reach of every watercourse in the Board's area. This is updated each time works are carried out to improve the condition of a watercourse.

Pumping stations are regularly inspected and there is an annual maintenance programme and there is a five year programme of refurbishments and improvements. A longer term plan will be drawn up so that future replacement expenditure can be budgeted for.

Delivery of Value for Money

The Board is committed to providing the best value for money possible.

Value for Money is about achieving the right local balance between economy, efficiency and effectiveness, spending less, spending well and spending wisely. This means that Value for Money not only measures the cost of goods and services but also takes account of the mix of cost with quality, resource use, and fitness for purpose and timeliness to judge whether or not, together, they constitute good value.



Economy is what goes into providing a service, such as the cost per hour of Board's plant and labour to maintain a drain.

Efficiency is a measure of productivity, in other words how much you get out in relation to what is put in. i.e. the length of drain maintained in a week.

Effectiveness is a measure of the impact that has been achieved, which can be either quantitative or qualitative ie extra capacity achieved in a drain (Quantitative) or impact to and feedback from stakeholders (Qualitative)

Value for Money is high when there is an optimum balance between all three elements - when costs are relatively low, productivity is high and successful outcomes have been achieved.

Value for Money can be achieved in different ways including:

- Reducing costs (for example, labour costs, better procurement and commissioning) for the same outputs.
- Reducing inputs (for example, people, property assets, natural resources, materials) for the same outputs.
- Getting greater outputs with improved quality (for example, extra service or productivity) for the same inputs.
- Getting proportionally more outputs or improved quality in return for an increase in resources.

Value for Money is not an optional add-on, nor something that can be achieved as a one-off. It is a way of doing things that needs to underpin everything the Board does, from performance management to procurement, from business planning to consultation.

In 2009 Black Sluice Internal Drainage Board introduced a number of measures to monitor Value for Money and these have been incorporated into officers reporting procedures to the Board.

New measures will be introduced in the future as required.

Measures now monitoring value for money include:

- Detailed monthly management accounts for use by the Board's Officers to monitor expenditure and budgets. These are also sent to the Executive Committee.
- Quarterly management accounts, cash flow and regular reviews of investment potential for reserves are reported to Board members with a forecast to the end of the financial year with commentary.
- The Risk Register regularly reviewed.
- Procurement Policy
- Regular Management meetings to discuss Board's operations.
- Six monthly meetings of the Audit and Risk Committee consisting of a variety of Board Members.
- Setting and monitoring of efficiency targets
- Working with the Audit Commissions appointed Auditors
- Review of Delegation of Authority for Committees and Officers
- Asset Surveys of all Board's Drains and Pumping Stations and production of an Asset register.
- This Business Plan.

Delivery of Environmental Responsibilities

The Board will deliver its environmental responsibilities through the Biodiversity Action Plan (BAP). This was approved by the Board in February 2010 and will be reviewed at the Environment Committee Meeting in May 2011.

The Biodiversity Action Plan will confirm the following actions:

- The continuing use of good practice in the maintenance of drainage channels.
- Further work on surveying of environmental assets.
- The expenditure on environmental improvements to drainage channels through this budget item.

External Partners

The Board have a number of external stakeholders who have an influence on the Board's delivery of its objectives.

Defra

Defra are responsible for policy in flood risk management. They are also responsible for the IDB Review which is looking critically at the ways IDB's operate and deliver their objectives. The way in which the Board will deliver these objectives is set out in a separate chapter below.

Environment Agency (EA)

The Environment Agency is specified in the Land Drainage Act as the "supervising authority" for IDB's. The EA collect an annual precept from the Board which should reflect the value of the maintenance work carried out by the EA on main river in the Board's catchment area.

The Board is dependant operationally on the South Forty Foot Drain which is main river and runs through the Boards District and is the main outfall for the drainage systems.

Lincolnshire County Council (LCC)

LCC have been designated the lead authority for the delivery of surface water drainage in the Flood and Water Bill that was enacted by government early in 2010. The Council has organised a "Framework" through which all partner organisations are working to deliver joint working and better co-operation. The Board are working with LCC to deliver the outcomes attending meetings of both the Local and Operational Committees.

District Councils

There are four district councils that have a portion of their area within Black Sluice IDB area. These are:

- Boston Borough Council
- South Holland District Council
- South Kesteven District Council
- North Kesteven District Council

Each council is required to pay an annual "special levy" to the Board.

Each council appoints members to the Board. There are a total of 10 appointed members, divided between the council as follows:

Boston Borough Council	- 7 members
South Holland District Council	- 1 member
South Kesteven District Council	- 1 member
North Kesteven District Council	- 1 member

Delivery of Defra IDB Review

A review of Internal Drainage Boards was started by DEFRA in June 2005.

An implementation plan was drawn up in 2007 and Boards are required to address a number of issues before 2013.

1. Formation of Sub-Catchment Boards:

Defra have written to all Boards saying that they should be amalgamated to form sub-catchment boards by 2013. Black Sluice and Witham Fourth IDB's have written to Defra stating that the two Boards should not put in plans to amalgamate at the present time but will in the meantime work in partnership in many areas. This has been agreed by Defra.

2. Membership on Boards:

Defra have stated that membership on Boards does not proportionately reflect either sources of funding or intended beneficiaries Black Sluice IDB believes that with 11 elected members and 10 appointed members that funders and beneficiaries are represented adequately. Many members are members of RSPB, Lincolnshire Trust and other local environmental and heritage organisation.

The Board will work with Defra to conclude a satisfactory resolution of this issue.

3. Inconsistencies in Delivering Wider Environmental Duties

The Board believes that they are adequately delivering environmental benefits required by Defra and other stakeholders. (see also delivery of environmental duties).

4. Lack of Transparency on Spending

The Board believes that this is delivered through regular reports to the Executive Committee, Audit and Risk Committee and the Board. Transparency is achieved on the Works and Environment Committees by co-opting additional stakeholders.

It is anticipated that Defra will review some of the above issues during 2011.

Delivery of Health and Safety

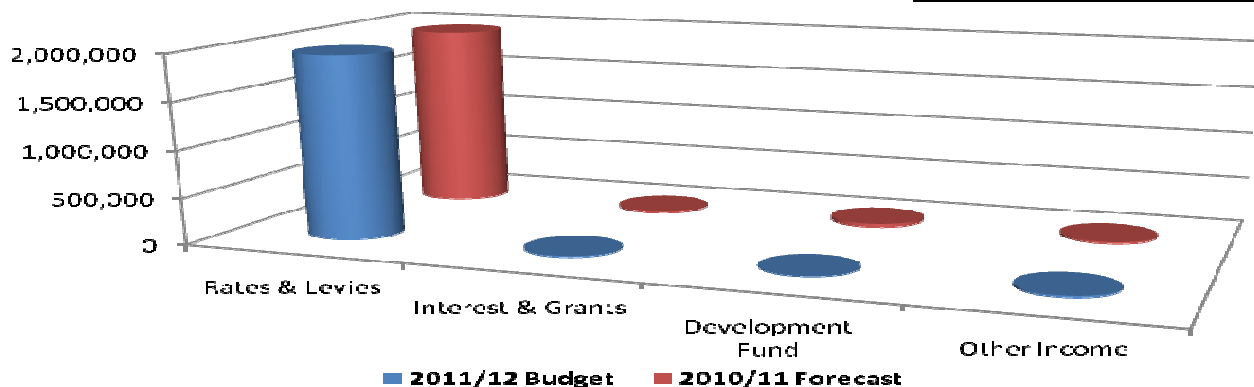
The Board employ Cope's to advise the Board's officers on Health & Safety policy.

An annual report is made to the Board on Health & Safety each year in November.

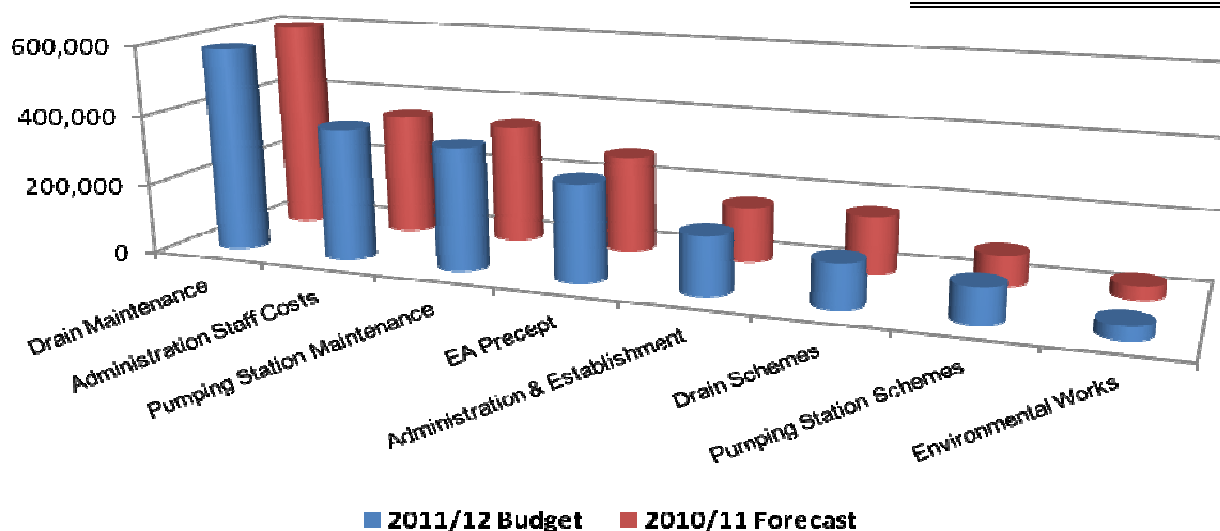
The Board will continue to train staff members to strengthen the supervision of Health & Safety over the next year.

2011/12 Budget

INCOME	2011/12 Budget £	2010/11 Forecast £
Rates & Levies	1,955,190	1,948,591
Interest & Grants	12,297	11,711
Development Fund	5,000	36,952
Other Income	18,440	18,078
	1,990,927	2,015,332



EXPENDITURE	2011/12 Budget £	2010/11 Forecast £
Drain Maintenance	583,000	604,737
Administration Staff Costs	375,000	348,386
Pumping Station Maintenance	348,000	339,609
EA Precept	276,552	276,552
Administration & Establishment	165,000	158,714
Schemes	125,000	162,062
Pumping Station Schemes	98,000	86,683
Environmental Works	36,000	36,079
	2,006,552	2,012,822



Deficit/(Surplus) from General Reserve	15,625	(2,510)
General Reserve at year end	540,292	555,917