

BLACK SLUICE

INTERNAL DRAINAGE BOARD



Audit & Risk Committee Meeting

Tuesday, 15th April 2025 at 2pm

Station Road, Swineshead, Lincolnshire PE20 3PW



Black Sluice Internal Drainage Board

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Our Ref: DWJL/B10

Your Ref:

Date: 8th April 2025

To the Chairperson and Members of the Audit & Risk Committee

Notice is hereby given that a Meeting of the Audit & Risk Committee will be held at the offices of the Board on Tuesday, 15th April 2025 at 2pm at which your attendance is requested.

D. Withmatt

Chief Executive

A G E N D A

1. Recording the meeting.
2. Welcome guests and apologies for absence.
3. Declarations of interest.
4. To review the Audit & Risk Committee's Terms of Reference (**pages 1 & 2**)
5. To receive and, if correct, sign the Minutes of the Audit & Risk Committee Meeting held on the 29th October 2024 (**pages 3 - 13**)
6. Matters arising.
7. To review the insurance arrangements with NFU Representatives (**verbal**)
 - (a) AIG CyberEdge Packages (**page 14**)
8. A presentation from the Internal Auditor, Chris Harris, and to receive the following:
 - (a) Internal Audit Report 2024/25 (**pages 15 - 22**)
 - (b) Audit programme 2025/26 (**pages 23 - 32**)
9. To review the following Board policies:
 - (a) Policy No. 01: Risk Management Strategy (**pages 33 - 57**)
 - (b) Policy No. 33: Smoking (**pages 58 & 59**)
 - (c) Policy No. 35: Fire Management Plan (**pages 60 - 72**)
 - (d) Policy No. 39: Wearing of seatbelts in Board vehicles (**pages 73 & 74**)
 - (e) New Policy: Maternity (**pages 75 - 82**)
10. To review the Board's cyber security measures (**pages 83 - 88**)
11. To receive the Risk Register (**page 89**)
12. To review the Board's Catalogue of Policies (**page 90**)
13. Any other business.

BLACK SLUICE INTERNAL DRAINAGE BOARD

TERMS OF REFERENCE: AUDIT & RISK COMMITTEE

APPROVED BY THE BOARD:

1. GENERAL

The Black Sluice IDB shall have an Audit & Risk Committee.

The Committee shall have seven members who will be appointed by the Board.

The Membership shall include:

- Two elected members from Northern Works Committee.
- Two elected members from Southern Works Committee.
- Two appointed Members
- One additional Member

The Chairperson shall be appointed by the Committee at the triennial general meeting.

2. MEETINGS OF THE COMMITTEE

The Committee shall meet at least once each year and a quorum shall be three members. ~~No one other than the~~ Committee members, members of the public and Board Officers shall be entitled to attend Committee Meetings, but any other persons shall attend meetings as a guest if invited by the Committee.

The external auditors may request a meeting if they consider that one is necessary.

3. POWERS OF THE COMMITTEE

The Committee is authorised:

- To investigate any activity within its responsibilities;
- To seek any information that it requires from any Officer or employee of the Board and all employees are directed to cooperate with any request made by the Committee;
- To obtain outside legal or independent professional advice, and secure the attendance of outsiders with relevant experience and expertise if it considers this necessary.

4. RESPONSIBILITIES OF THE COMMITTEE

The responsibilities of the Committee shall be:

Financial Reporting

- (a) To review, and challenge where necessary, the actions and judgements of Officers in relation to the Boards financial statements and related formal statements.
- (b) To review the format of the financial report and management accounts, every three years.
- (c) To consider other relevant topics, as proposed by the Board.

Internal Control and Risk Management

- (d) To review the arrangements for the Boards employees to raise concerns, in confidence, about possible wrong doings in financial reporting or other matters;
- (e) To keep under review, the effectiveness of the Board's internal controls and risk management systems;
- (f) To review and approve the statements to be included in the Annual Report concerning internal controls and risk management.

Internal Audit

- (g) To review Internal audit programme of works and ensure effective liaison with external auditors.
- (h) The Internal Auditor attends one meeting annually that the Committee discuss their remit without the management present.

External Audit

- (i) To oversee the relationship with the external auditors;
- (j) To review the findings of the audit including the management letter and managements response to the auditor's findings and recommendations.

Reporting

Minutes of meetings of the Committee shall be presented to the next meeting of the Board.

The Committee shall review its terms of reference after every triennial general meeting and its own effectiveness and recommend any necessary changes to the Board.

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
29th October 2024 at 2pm

Members

Chairperson - * Mr M Leggott

Mr W Ash	* Mr T Ashton
* Mr V Barker	* Mr J Fowler
* Cllr M Geaney	Cllr Z Lane

* Member Present

In attendance: Mr D Withnall (Chief Executive)
Mrs A Chamberlain (Finance & Admin Director)
Mr M Brookes (Guest - Previous Chairperson of the Committee)
Mr T Ashton (Board Member from 01 November 2024)

2384 Recording the Meeting - Agenda Item 1

Members were informed that the meeting would be recorded.

2385 Apologies for absence - Agenda Item 2

Apologies for absence were received from Mr W Ash and Cllr Z Lane.

The Chairperson welcomed Mr M Brookes to the meeting.

2386 Declarations of Interest - Agenda Item 3

No declarations of interest were received.

2387 Minutes of the last meeting - Agenda Item 4

Minutes of the last meeting held on 30th April 2024, copies of which had been circulated, were considered and it was AGREED that they should be signed as a true record.

2388 Matters arising - Agenda Item 5

(a) Policy No. 01: Risk Management Strategy - Fluvial Flooding from failure or overtopping of defences - Minute 2308(a)

Mr V Barker referenced the Environment Agency (EA) work planned for where overtopping was encountered at Dunsby and Quadring during Storm Babet and Storm Henk?

The Chief Executive noted that the EA are about to commence work at these sites but will only be returning the banks back to the levels they were prior to the damage done during the storms. The work will be completed by contractors. If they were to raise the bank levels, this would create a liability on them (EA) and could be deemed to be negligent if it caused flooding elsewhere due to raising the banks here and creating a different low spot.

Mr V Barker noted the EA's work on the Swaton Eau where they got the levels wrong, suggesting that he believes the banks should be repaired to appropriate levels to ensure that flooding only occurs where it is designed to.

The Chief Executive agreed with Mr V Barker but noted that it is out of the Board's hands.

Mr M Brookes noted that he is on the Flood and Water Management Scrutiny Committee where this matter was raised. At this meeting, the EA stated that they had no funding for any betterment and so could only repair the banks to their original condition / level.

The Chairperson concluded that the Board are not satisfied with this but have to accept the EA's position.

(b) Policy No. 01: Risk Management Strategy - Flooding from failure of IDB pumping stations or excess rainfall - Swineshead Pumping Station - Minute 2308(a)

The Chief Executive confirmed that there is a permit to work system in place so that nobody can enter Swineshead Pumping Station without it. The locks have been changed and the only people with keys are the Pump Engineer and Pump Groundsperson. Nobody enters when the pumping station is running.

The Chairperson noted that if there is any further deterioration these measures will need to be reviewed again.

Mr V Barker noted that he has requested to view the pumping station plans but they have not yet been made available.

The Chief Executive noted that the Projects Director is not at work today but will ask him to schedule an appointment with Mr V Barker to view these.

(c) Policy No. 01: Risk Management Strategy - Risk of prosecution for not adhering to Environmental Legislation - Minute 2308(a)

The Chief Executive noted that the newly appointed Environment Officer, Emily Askew, is doing some excellent work. Adding that following the next Environment Committee meeting in Spring 2025, this committee should be in a position to consider reducing this risk.

(d) Policy No. 01: Risk Management Strategy - Risk of loss of internet connections - Minute 2308(a)

The Chief Executive confirmed that Quickline broadband has now been installed at the Board's offices with a 900Mbps upload and download speed. Since being installed, there have been no back-up failures. It is now being considered to drop one of the BT lines but keep one from a resilience point of view.

(e) Policy No. 01: Risk Management Strategy – Risk of breach in cyber security - Minute 2308(a)

Mr M Leggott questioned if the Board ever employ an external company to try and hack into the Board's systems to see how resilient it is. The Chief Executive explained that every quarter, Barclaycard try and get into the Board's system, it was tested only yesterday and passed.

(f) Policy No. 01: Risk Management Strategy – Risk of loss of Rating Records - Minute 2308(a)

The Chief Executive explained that himself and the Finance & Admin Director went to a meeting this morning to view the new Office 365 version of the current Drainage Rate System (DRS) which is currently on Microsoft Access 2003. It is going to cost approximately £10,000 to upgrade to this system and then £5,000 per annum for support for the system (currently £1,000 per annum). The support for the current software ends on 31 March 2025. Other IDBs are looking to develop their own system with a software company, but this is likely to cost a lot more than upgrading to this system. The Chief Executive is in discussion with the Chair of the Board and looking to get the agreements signed imminently.

(g) New Policy - Working around Badgers - Minute 2308(g)

The Chairperson noted that at the previous meeting it was agreed to produce a new policy on badgers. The Chief Executive confirmed that he proposes to present it to the Environment Committee due to it being environmentally driven.

Mr M Leggott questioned if there should also be a policy on water voles?

The Chief Executive noted the Biodiversity Action Plan (BAP) covers elements such as this, proposing that the Environment Officer reviews the BAP to see what policies she thinks are required and produce them for the Environment Committee if needed.

2389 To receive the Annual Return including External Auditor's Opinion for 2023/2024 - Agenda Item 6

Mr T Ashton joined the meeting.

The Annual Return including External Auditor's opinion was presented, it being noted that there were no matters to report from the external audit.

The Chairperson, and committee, expressed their thanks to all the team involved.

2390 To review tender for new Internal Auditors for the next five years - Agenda Item 7

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 1(2) of the Public Bodies (Admission to Meetings) Act 1960.

2391 To review the following Board's policies - Agenda Item 7

The Chief Executive explained that these are policies that have been identified for review and any changes have been made in red.

(a) Annual Accounts - format

The Chief Executive explained that the annual accounts are included for the committee to review their format, rather than the figures within. They were initially produced in 2009 in line with UK Generally Accepted Accounting Principles (GAAP). These principles no longer exist and so it is not a necessity to produce this document, all that is required legally is the AGAR. However, the Chief Executive believes that the annual accounts are valuable, in a format that is easy to understand and that offer suitable detail for the Board for Year End reporting.

The Chairperson agreed that it is a valuable document for transparency for Board Members to understand.

The Committee RESOLVED to recommend that the format of the annual accounts be approved at the next Board meeting.

(b) Policy No. 3: Financial Regulations

The Chief Executive noted that there are two proposed additions to this policy, that reflect practices that are already ongoing as per the Delegation of Authority and Investment Strategy. One of which the Internal Auditor advised was added into this policy.

The first proposed addition relates to the Chief Executive being able to write-off Drainage Rates up to a value of £250 and the second relates to the Board's £500,00 investment with Brewin Dolphin.

Discussion took place around Drainage Rates write offs; it being noted that there is less than £2,000 in total for this year. The write-offs are reported in the November Board meeting. It was noted that these are change in value's rather than write-offs, there has been nothing written off this year so far. One is in relation to a site of derelict glasshouses, and one is now a holiday home site (to be moved to special levy).

The Committee RESOLVED to recommend that the Financial Regulations (No. 03) be approved at the next Board meeting.

(c) Policy No. 14: Complaints Procedure

The Chief Executive noted that he is proposing to add an additional step into this policy as he felt it was escalated too quickly originally, with the first step being speaking with a machine operator and the next stage being the formal complaints form. The Chief Executive therefore proposed an in-between stage of it being addressed by a Director.

Mr M Leggott referenced Step 3 and the request for '*reference numbers, dates of correspondence etc.*,' suggesting that it should also include a request for copies of the correspondence where possible, noting an experience he recently encountered where an email he had sent had been deleted by an employee. The Chief Executive noted that they would be able to retrieve it through the system and if not, could then request it, adding that the Board don't want to be receiving excess documents unnecessarily. Cllr M Geaney suggested that it requests the type of correspondence so that Board's Officer's know whether they are looking for an email, letter, phone call etc. Alternative wording '*details of previous correspondence*' was suggested, all AGREED.

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

(d) Policy No. 26: Young Persons Safety at Work

The Chief Executive noted this is a routine review of the policy. The proposed addition to the beginning of the policy has been taken from the HSE website to ensure the policy is compliant.

The Chief Executive noted the second proposed addition of the term '*competent*' person, the Chief Executive of the opinion that somebody should be SQEP (Suitably Qualified and Experienced Person) to carry out such work.

The Chairperson questioned how many under 16's operate machinery? The Chief Executive noted none. Mr M Leggott questioned if the Board ever has anybody on work experience? The Chief Executive noted that they have in the past, the current regulations would not allow them to operate machinery, but they could be in the vicinity of machinery.

Mr V Barker referenced office work experience? The Chief Executive confirmed that it would still be covered by this policy and would still require a specific risk assessment (which would be completed by either the Chief Executive, Projects Director or Maintenance Director).

The Committee RESOLVED to recommend that the Young Persons Safety at Work Policy (No. 26) be approved at the next Board meeting.

(e) Policy No. 40: Commercial Works

The Chief Executive explained that this policy was introduced at the same time as the Public Sector Cooperation Agreement Policy. It was designed to put some control and governance on the type and scale of work that the Board might complete. The Chief Executive noted that what has come to light is that some work that could potentially be done by the Board under the current definition wouldn't be of benefit to the Board e.g., reservoirs for ratepayers etc. and so the amended definition should give a better steer to the type of work the Board would complete.

Reference was made to the further proposed addition, which states that the Board is not obliged to complete the work just because a quote was provided. For example, a quote was provided earlier in the year, but since the achievement of the IDB Recovery Funding the Board has no capacity to complete the work. A typo was noted within this; '*...will not oblige the work*' should be '*...will not oblige the Board*'.

The Committee RESOLVED to recommend that the Commercial Works Policy (No. 40) be approved at the next Board meeting.

(f) Policy No. 44: Development Control Charges and Fees Policy

The Chief Executive noted that he has had the aid of the Projects Director to review this policy, explaining that the Floods and Water Management Act 2010, Schedule 3 requires developers to put surface urban drainage systems in place so that it will not increase the flow of water off that development above greenfield rates.

However, in England, Schedule 3 has not been enforced and therefore developers are not committed to putting those systems in place. If they choose not to put in such a system and is within the scale outlined with the policy, dependant on the run-off of water they are requesting from the development, they pay a development contribution to the Board which is put into a reserve (currently at c£500,000) which can then be used to upgrade the system in the future as required.

The current rates within this policy were set using South Holland IDB's rates in 2019/20 and have not been increased since. South Holland IDB have now moved away from this way of working. The Chief Executive therefore suggested that, to keep it simple, the current rate of £12.95/m² have either CPIH or the Penny Rate applied, as below:

	CPIH	Increase based on CPIH	Penny Rate	Increase based on Penny Rate
2019/20		£12.95		£12.95
2020/21	0.9%	£13.07	1.91%	£13.20
2021/22	1.6%	£13.28	2.49%	£13.53
2022/23	7.8%	£14.32	4.18%	£14.10
2023/24	7.8%	£15.44	27.86%	£18.02
2024/25	3.0%	£15.90	7.47%	£19.37

The Chief Executive suggested that £15.90 would be a good starting point from April 2025 and then increase annually with the Penny Rate going forward from April 2026?

Mr V Barker agreed, suggesting it should be increased sooner than 01 April 2025.

The Chief Executive suggested that anything agreed after 01 April 2025 will have the increased rate applied.

Mr T Ashton questioned if there is anything precluding the Board from applying the Penny Rate from now and starting at £19.37 from 01 April 2025? Further questioning how much more it would yield?

The Chief Executive responded that last year it was £133,000. Mr T Ashton noting that it would bring in quite a bit more if it was £19.37/m² rather than £15.90/m² from April 2025. Mr T Ashton noted that if agricultural ratepayers and councils have had the increases as per the Penny Rate and it is based on what it would cost us to upgrade the system, increasing with the Penny Rate seems more realistic. It was also noted that it could dissuade developers from not putting SuDS in.

Mr J Fowler agreed with using the higher rate (£19.37) as it should encourage the developer to put in a SuDS scheme, which is ultimately better for all.

Mr V Barker agreed, his only other note being that it should be sooner than 01 April 2025.

Mr M Brookes expressed his support for £19.37/m² from 01 April 2025.

Cllr M Geaney also agreed, providing that it doesn't have such a great impact on developers that they are no longer able to develop the houses to a desirable standard.

All AGREED to increase to £19.37/m2 from 01 April 2025 and increase on an annual basis thereafter in line with the penny rate increases.

The Chairperson also referred to the consent application fees and that he believed Witham 4th IDB charged an additional processing fee? The Chief Executive noted that the fees are set within the Land Drainage Act, and he wouldn't want to deviate away from these without legal opinion.

The Committee RESOLVED to recommend that the Development Control Charges and Fees Policy (No. 44) be approved at the next Board meeting.

(g) Policy No. 45: Mobile Phones and Devices

The Chief Executive noted this is a routine review of the policy. All the Board's workforce have a Board owned device to enable the use of the lone working app (Peoplesafe). This app monitors them in relation to having a fall. The workforce also book on the app when they commence and are scheduled to finish lone working, if they don't close it on time or the alarm goes off, there is a remote monitoring centre that will try and contact the individual and if not, will start to contact the management team listed. Locations are also tracked so that assistance can be sent to help.

Most of the office employees also have a Board owned device to enable the completion of their day-to-day job i.e., emails etc.

Mr V Barker noted that he didn't realise the lone worker app had all those facilities, and what a positive upgrade it is.

The Chief Executive further noted that additional paragraph noting the illegal use of mobile phones while driving.

The Chief Executive also noted that the Board have just entered a new contract with Vodaphone (the renewal with EE was c£10,000 more expensive over the two-year contract). There are various contracts for different employees, the workforce has 2GB of data, with terms being that it can be used for personal use as long as the contract allowance is not exceeded.

The Committee RESOLVED to recommend that the Mobile Phones and Devices Policy (No. 45) be approved at the next Board meeting.

(h) New Policy: Equality, Diversity and Inclusion

The Chief Executive noted that the Board needed a policy on Equality, Diversity and Inclusion. There is also a new employment law that now puts responsibility and obligations on employers to take steps to prevent sexual harassment. Therefore, this policy is a starting point for this, and it is also planned to hold a workshop / training on it for all employees at the training day in December (along with extreme climate illness and securing loads training).

The Committee RESOLVED to recommend that the Equality, Diversity and Inclusion Policy be approved at the next Board meeting.

2392 To consider ownership of the following policies: - Agenda Item 9

(a) Policy No. 08: Relaxation of Board Byelaw No. 10 (9 metre byelaw)

It was suggested that this policy be the responsibility of the Structures committee?
All AGREED.

(b) New Policy: Policy on Piping

It was suggested that this policy be the responsibility of the Structures committee?
All AGREED.

(c) New Policy: Conservation Policy

It was suggested that this policy be the responsibility of the Environment Committee? All AGREED.

It was also suggested that the new badger policy be the responsibility of the Environment Committee and the Control of Ragwort Policy. All AGREED.

It was also noted that the Environment Officer has produced a Biosecurity Policy, which was proposed to be presented to the Environment Committee also, all AGREED.

2393 To receive the catalogue of Board Policies with recommended approval dates – Agenda Item 10

The policies due for review at the next meeting in Spring 2025 were highlighted, with it being felt that it would be beneficial to review the insurance with the NFU at this meeting.

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

2394 To review the Risk Register - Agenda Item 11

The risks with a Risk Score of 6 were reviewed:

- *Risk 1.1(b) – Fluvial flooding from failure of overtopping of defences and Risk 1.1(c) Flooding from failure of IDB pumping stations or excess rainfall*

The Chief Executive noted that he is not confident to reduce this risk score at the moment due to no repairs carried out yet (Dunsby and Quadring banks). In relation to the four pumping stations with water running around, there is currently no repairs committed to yet. The Board is prepared and have obtained quotes etc. with a contractor that could commence work in May 2025, however, there is currently no funding available (required c£7million).

Mr T Ashton questioned if the £7million is the cost quoted from the Environment Agency (EA) or from the Board? The Chief Executive responded that Stantec have been working for the Board through the SCAPE framework who put a proposal together that was c£4million. Additional funding was since achieved to progress the scope of works and so Balfour Beatty have been brought into the project to cost for detailed works including temporary works (wasn't previously included) which is the c£7million cost. The Board have therefore now asked Stantec to produce a tender pack to go out to market as an IDB (opposed to on the SCAPE framework) to see what quotes are received in comparison.

Mr V Barker noted that he understands the water seepage is not the Board's responsibility, but highlighted that they are Board Pumping Station's at risk and so if the Board being neglectful by not doing any works? Mr V Barker continued by suggesting the Board install piles to stop the movement of water. The Chief Executive noted that that is what has been costed for (c£7million). The Chief Executive noted that it has been included as a bid in Tranche 2 of the IDB Recovery Fund but that the results of this are not due until two weeks after the Government Budget, noting he is therefore not confident that this funding will still be forthcoming. The Chief Executive noted that the Board could gain the EA's permission to carry out the work, the issue is where the funding would come from as if the cost is accurate then it is not within the financial ability of the Board to fund it.

- *Risk 1.9 Insufficient finance to carry out work*

The Chief Executive suggested that at the next meeting of the committee in Spring 2025 it might be likely that this risk can be reduced due to the recovery of monies through the IDB Recovery Fund and the work completed.

- *Risk 8.9 Loss or Rating Records*

The Chairperson suggested that this could be reduced once the new system is in place. It was noted that it should be in place by the next meeting of the committee in Spring 2025.

The committee AGREED that the Risk Register be accepted.

2395 Any Other Business - Agenda Item 12

(a) Vic Barker – Cost of hiring a bulldozer compared to the Board having our own

Mr V Barker explained that he has observed that a bulldozer has been hired in to move c500 metres of spoil from the cleansing of a drain, which took only half the day to complete. Mr V Barker referred to other potential methods of moving such material, including trailed ploughs, however, did note that this wouldn't be suitable for all cases.

Mr V Barker outlined that he believes the Board should be considering owning their own bulldozer (of a smaller size than what was hired in) so that it can be moved by the Board's own transport.

Mr V Barker noted his concern around the expense of this.

The Chief Executive explained that so far this year, the bulldozer has been hired for five days at a rate of £540 per day (can only be hired on a day rate) + £280 per move (Board can't move it).

The Chief Executive continued that for a suitable bulldozer for the Board's work, second hand and well used, it would cost in the region of £105,000, for a second-hand machine in better order would be in the region of £150,000. The Board currently have no employees qualified to operate it and so would need to send an employee/s for training to gain the required qualification.

There are also the additional maintenance costs to consider (for a machine that would have only been used for five days this year).

The Board would also not be capable of moving it and so there would be the additional cost associated with Witham 4th IDB moving it with their HGV.

Mr V Barker expressed that the Chief Executive is thinking of a different machine to what he has in mind as he believes the Board would be able to move it with the Unimog. The Chief Executive believed it would be too heavy.

The Chief Executive continued that the average spent on the hire of this machine including transport costs etc. over a five-year period is £6,684 per year. The Chief Executive therefore concluded that with the purchase cost and maintenance costs of owning the machine, it would not be value for money for the little work the Board has for it.

Mr V Barker noted again other potential ways of moving soil, including with a tractor and plough.

Mr T Ashton questioned the weight limit of the trailer? It was noted that the gross vehicle weight is 32.5 tonne. Mr T Ashton continued that there are very few small bulldozers manufactured now and noted his concern about buying a second-hand bulldozer when they are worked so hard for their entire careers. Further adding that it would be different if the Board were doing a major project and it changed the calculations to make it justified and could possibly do work for other IDBs to make it worth it, but currently the figures don't justify the Board purchasing their own.

The Chairperson added that even if the Board could do work for other IDBs it still wouldn't be enough to warrant the Board purchasing one and sometimes it is beneficial to hire a modern machine as opposed to having an old one sat in the depot barely used.

The Chairperson thanked Mr V Barker for bringing it to the attention of the committee, but based on the figures, it would not be value for money. Mr V Barker thanked the committee for discussing it.

(b) Vic Barker – Benefit of keeping an older excavator rather than trading in and then paying to hire

Mr V Barker noted that he has also observed an extra hired excavator, that wasn't doing that much work (only worked when a driver came off their machine to operate this hired machine) and was also running on white diesel. Mr V Barker therefore suggested that it should be considered that when one of the Board's small excavator's is due for replacement, it be kept as a reserve machine (provided nothing is majorly wrong with it).

Mr V Barker noted his concern around the expense of this.

The Chief Executive noted that the excavator currently at Gosberton Dump area is only there to load the soil for the slip repairs being completed through the IDB Recovery Funding which is a one-off situation.

It was further added that an extra excavator with driver is hired for twelve weeks during cutting season every year, which runs on red diesel.

Mr V Barker acknowledged this.

(c) Thanks to Mr M Brookes

The Chairperson thanked Mr M Brookes for chairing this committee so successfully for the past twelve years.

There being no further business the meeting closed at 15:19.



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+ BREACH Bundle

Cyber Extortion

Telephone Hacking

Network Interruption: Security Failure

Network Interruption: Loss Preparation

Loss Prevention Services (subject to eligibility, please refer to your quote/policy schedule)

+ BREACH Bundle

+ IMPACT Bundle

Network Interruption: System Failure

Network Interruption: OSP Security Failure

Network Interruption: OSP System Failure

Digital Media

Loss Prevention Services (subject to eligibility, please refer to your quote/policy schedule)

+ OPTIONAL For all Bundles

Computer Crime

For more information visit aig.co.uk/cyberedge

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Internal Audit 2024/25

FINAL Audit Report

Prepared by:

Chris Harris - Associate Principal Auditor
Lighthouse UK Consultancy Limited

For: **Black Sluice Internal Drainage Board**

Report Control:

Audit Manager

Steve Forsyth

Lead Auditor

Chris Harris

Report Status

Draft Report Issued – 6 February 2025

Final Report Issued – 7 February 2025

Draft Report Distribution

Amy Chamberlain-Hanger

Daniel Withnall

Final Report Distribution

Amy Chamberlain- Hanger

Daniel Withnall

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1 Executive Summary

1.1 Scope and Background of Audit

1.1.1 Internal Drainage Boards are required annually to have an independent internal audit of their governance, risk and control framework. In addition, the Annual Governance and Accountability Return requires at and Annual Internal Audit report that prescribes some 14 Objectives for the internal auditor to test and comment upon.

The 2024/25 audit of the IDBs accounts and records will review and test sufficient areas of operation to enable the auditor to sign off the Annual Governance and Accountability Return for Internal Audit.

1.2 Summary of Audit Findings

1.2.1 The auditor is pleased to record that following his detailed internal audit the governance, risk and control framework at Black Sluice IDB is in good order and working well.

The General Reserves are set within range of 3 to 12 months of net expenditure. The Chief Executive explained why this wide range had been agreed upon by the Board which was acceptable to the Auditor.

1.3 Summary of Control Assurance Provided

1.3.1 **Substantial** - Internal Audit is able to offer substantial assurance overall as the areas reviewed were found to be adequately controlled. Internal controls were in place and operating effectively and risks against the achievement of objectives were well managed.

1.4 Summary of Recommendations

High	Medium	Low	Total
0	0	0	0

2 Audit Findings & Recommendations

2.1 Governance

- 2.1.1 From the various policies listed on the Black Sluice IDB's website, a sample was examined and found to be in date and in order.
- 2.1.2 Board papers for the meetings held on the 6 February 2024, 11 June 2024 and 19 November 2024 were reviewed along with the Audit and Risk Committee papers for the 30 April 2024 meeting. These were all in order with a reasonable attendance of Board Members at each meeting.
- 2.1.3 The Board published the required information for 2023/24 on its website at the time of the internal audit in accordance with the relevant legislation.
- 2.1.4 In the year covered by this AGAR, the Board correctly provided for a period for the exercise of public rights as required by the Accounts and Audit Regulations.
- 2.1.5 The Board has complied with the publication requirements for 2023/24 AGAR.
- 2.1.6 External Auditor's Review — A notice of the conclusion of the external auditor's limited assurance review of the Annual Governance and Accountability Return dated 11 September 2024, together with relevant accompanying information, was published (including on the Board's website) in accordance with the requirements of Regulation 16 the Accounts and Audit Regulations 2015

2.2 Risk

- 2.2.1 The Board manages Risk very effectively and has an Audit and Risk Committee that, at each meeting, reviews each risk in detail. In addition, there is an up to date Risk Management Strategy and a risk report goes to each Board meeting.

2.3 Financial (Internal Control Framework)

- 2.3.1 Conformation of Accounting Records:

The Responsible Financial Officer has in place procedures to record all financial transactions and a proper system of financial controls. In addition, the RFO has up to date accounting records.

- 2.3.2 Accounts Payable (Creditors):

Two large payments to Ovivo UK Ltd (two invoices) and Ireland's Farm Machinery Ltd (nine invoices) were selected for a detailed review. These were found to be in order. In addition, the credit card statements for November 2024 were reviewed to confirm expenditure related to a drainage board. All items were found to be appropriate and suitable for a drainage board.

2.3.3 Budgetary Process including penny rate and precepts:

The Board approved the penny rate (Sub District 1 – 9.42p in the £ and Sub District 2 – 18.84p in the £) for 2024/25 at its meeting held on the 6 February 2024. In addition, the special levies for the four councils (Boston BC, South Holland DC, North and South Kesteven DCs) were all approved.

The rating process is in order and is a well established procedure. This leads through to sending out invoices and debt collection culminating in going to court to get a court order to collect. Unpaid rating invoices are only a small percentage of the overall debt collected.

A budget is set annually and is approved by the Board. Regular financial reports are provided to the Board at each of their meetings

2.3.4 Reserves:

Financial Regulations require Reserves to be between 3 and 12 months of net expenditure. This does seem quite a broad band as other Boards seem to set their General Reserve level at around 30% of net expenditure.

The Chief Executive explained the reason for this flexibility:

- *Maintain* - Maintain the General Reserve at between three and twelve months of net revenue expenditure. (As per JPAG Practitioners Guide);
- *Aim* - Aim to be able to fund a minimum of two consecutive "Wet" years of Electricity from the General Reserve;
- *Budget* - With the General Reserve at the target level aim for a balanced budget.

The reserve objectives were agreed at the Executive Committee meeting on 13 December 2022 following through to being adopted by the Board on 14 February 2023.

The projected reserve position as at end of 2024/25 is 23.67% and this fluctuates over the ten-year forecast between 20.27% and 35.83% by 2033/34.

In light of the discussion and approval by the Board the range of General Reserves between three and twelve months of net revenue expenditure is noted.

2.3.5 10 Year Forecast:

A ten year forecast is in place which forms part of the budget information presented to each Board meeting. Once past 2023/24 the ten year forecast shows a modest annual rate increase of approximately 5% pa from 2027/28 with 7% and 6% rises prior to this year.

2.3.6 Accounts Receivable (Debtors):

Aged debtors were examined and the auditor was informed that each month there is a reminder sent out, the first one is sent with a statement, the second with an overdue watermark and by the third month either an "immediate action required" watermarked invoice with a statement is sent. There was only one aged debt beyond month three.

2.3.7 Petty Cash:

Petty cash had been reconciled as at 10 December 2024 with a balance of cash in hand at £99.37. Petty cash was in order with receipts identifying VAT and receipts obtained for all petty cash items reviewed.

2.3.8 Salaries:

Salaries for the month of December 2024 were reviewed. These were in order and the correct sums had been paid over to HMRC for tax and NI and to Lincolnshire County Council for pensions.

2.3.9 Asset Register:

A detailed Asset Register is maintained, and this was up to date and in order.

2.3.10 Bank Reconciliation:

Bank reconciliations for the four bank accounts:

NatWest 35 day notice account;
NatWest Call account;
Drawings account; and
Reserve account

were reviewed and all found to be in order and reconciled.

Disclaimer

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. Lighthouse UK Consultancy Limited 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.

Draft Action Plan

Ref.	Finding	Implication	Risk level	Recommendation	Management Comments
1. No recommendations have been identified for the 2024/25 Internal Audit					
					Responsible officer: Implementation date:

Internal Drainage Boards – Audit Programme
Internal Audit Year

Name of Board:

Governance

Check a sample of Policies and Procedures and confirm these are current (in date) and have been appropriately approved.

Name of Policy/Procedure	Date of approval	Outcome of examination	Recommendation

Check a sample of Board and Committee meeting agendas and minutes (latest three). Confirm adequate attendance and that governance arrangements were maintained (decision items proposed, seconded and voted upon). Note penny rate approval (February meeting), approval of major items of expenditure, Health and Safety reporting, financial reporting, approving policies etc.

Name of Board/Committee	Date of Meeting	Outcome of examination	Recommendation

Web site (check)

The Board published the required information on a website/webpage up to date at the time of the internal audit in accordance with the relevant legislation.

In the year covered by this AGAR, the Board correctly provided for a period for the exercise of public rights as required by the Accounts and Audit Regulations (during the 20xx-xx AGAR period, were public rights in relation to the 20yy-yy (previous year) AGAR evidenced by a notice on the website and/or Board approved minutes confirming the dates set).

The Board has complied with the publication requirements for 20zz/zz AGAR (see AGAR Page 1 Guidance Notes). (Sections 1 and 2 of the Annual Governance and Accountability Return; a declaration that the status of the statement of accounts is 'unaudited'; and a statement that sets out details of how public rights can be exercised, as set out in Regulation 15(2)(b), which includes the period for the exercise of public rights.)

External Auditor's Review — A notice of the conclusion of the external auditor's limited assurance review of the Annual Governance and Accountability Return, together with relevant accompanying information, was published (including on the Board's website or other website) in accordance with the requirements of Regulation 16 the Accounts and Audit Regulations 2015.

Narrative on Governance

Risk

Identifying and assessing risks — The Board needs to identify, assess and record risks associated with actions and decisions it has taken or considered taking during the year that could have financial or reputational consequences.

Addressing risks — Having identified, assessed and recorded the risks, the Board needs to address them by ensuring that appropriate measures are in place to mitigate and manage risk. This might include the introduction of internal controls and/or appropriate use of insurance cover.

Examine the risk management policy, procedures and reporting to the Board.

Examine the current risk register – to include controls and mitigations.

Examine the management and monitoring arrangements for risk management.

Narrative on Risk

Financial (Internal Control Framework)

Documentation required at start of the audit.

Name of Document	Date document produced	End of Financial Year document
Current Trial Balance		
Latest Balance Sheet		
Latest Income and Expenditure Summary		
Latest Aged Debtors – non rates		
Latest Aged Debtors - Rates		
Latest Aged Creditors		

Conformation of Accounting Records

Description		
RFO has a system of financial controls		
RFO in place procedures to record all financial transactions		
Up to date accounting records		
Check previous years accounting statement figures – carried forward totals		

Creditors (Accounts Payable)

Select a sample of 3-5 invoices paid during the current financial year - preferably large to assess compliance with Financial Regulations.

Name of Creditor	
Date of Invoice	
Date of Payment	

Gross Amount including VAT Was VAT correctly accounted for	
Description of Purchase	
Comments/Outcomes Including compliance with Financial Regulations. Payments were supported by invoices, expenditure was approved.	
Recommendation	

Name of Creditor	
Date of Invoice	
Date of Payment	
Gross Amount including VAT Was VAT correctly accounted for	
Description of Purchase	
Comments/Outcomes Including compliance with Financial Regulations. Payments were supported by invoices, expenditure was approved.	
Recommendation	

Name of Creditor	
Date of Invoice	
Date of Payment	
Gross Amount including VAT	

Was VAT correctly accounted for	
Description of Purchase	
Comments/Outcomes Including compliance with Financial Regulations. Payments were supported by invoices, expenditure was approved.	
Recommendation	

Name of Creditor	
Date of Invoice	
Date of Payment	
Gross Amount including VAT Was VAT correctly accounted for	
Description of Purchase	
Comments/Outcomes Including compliance with Financial Regulations. Payments were supported by invoices, expenditure was approved.	
Recommendation	

Obtain aged creditors listing. Identify any excessively old debts and list below.

Name of Aged Creditor	Date of invoice	Amount	Action being taken

Budgetary Process including penny rate and precepts

Check the penny rate approved for the year and that this has been correctly applied.

Check the procedure for the rating process – invoicing, reminders, collection of debt.

Check budget for year is in place and monitored.

Check reserves remain within the sums approved by the Board.

Check 5 or ten year financial forecast to determine that rate rises are proportionate year on year and therefore maintain a balanced budget

Check a sample of debtors both rates and general income. Sample size 2-4

Name of Debtor	
Date of Invoice	
Date of Payment	
Gross Amount including VAT Was VAT correctly accounted for	
Description of Debt	
Comments/Outcomes	
Recommendation	

Name of Debtor	
Date of Invoice	
Date of Payment	
Gross Amount including VAT Was VAT correctly accounted for	
Description of Debt	
Comments/Outcomes	
Recommendation	

From the aged debtors' reports (both rates and general) establish what action is being taken regarding old debts

Name of Aged Debtor	Date of invoice	Amount	Action being taken

For Petty Cash (for those who still have PC) confirm reconciled balance for year end purposes. Confirm accuracy of petty cash and that VAT, where appropriate, has been correctly dealt with.

Salaries to employees and allowances to members were paid in accordance with this Board's approvals, and PAYE and NI requirements were properly applied. (To include pension arrangements)

Select a month and test the accuracy of the payroll and that HMRC and pension deductions have been correctly and timely made.

Month and Year								

Asset and investments registers were complete and accurate and properly maintained.

Examine the asset register. Confirm it is up to date and in order. Verify a number of assets are in existence

Date of Asset Register	Description of Asset	How verified

Periodic bank account reconciliations were properly carried out during the year.

Check bank reconciliations and that these are undertaken on a regular basis. Also check the end of the financial year bank reconciliation.

Bank account reconciled	Date of reconciliation	Approved	Comments

Overall conclusions arising from the internal audit and an assurance opinion.

Narrative on Financial and the Control Framework

Black Sluice Internal Drainage Board

Risk Management Strategy

Risk Management Policy

Risk Analysis

Updated	
Board Approved	
Due for Review	Annually

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 Board's overall risk management strategy, and will report directly to the Board.

2.5 The Board's Chief Executive will be responsible for the Board's 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 (between £20,000 and £100,000). 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 £20,000). 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
- 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.

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 (EA Risk) 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
 Given the increased overtopping experienced from Storm Babet and Storm Henk in Winter 2023/24, and the water entering our system through the banks of 4 of our northerly pumping stations, I suggest the likelihood be increased until the identified low spots are raised/repared

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 remotely implement emergency profile levels as per the emergency plan, if levels reach 2.7m ODN at Black Hole Drove PS.
 EA Management Plan on the operation of the sluice and nav lock at Black Sluice Pumping Station included as an appendix to the Emergency Response Plan.

Future Work: To engage with the Lower Witham Flood Resilience Project.
 To engage and support the Fens 2100+ project developing options for the Fens to achieve future flood resilience.
 Work with the Environment Agency to raise bank levels where overtopping has been experienced including but not limited to Dunsby PS, Quadring PS, Screddington, Helpringham Footbridge, Threekingham, (Quadring returned to previous level, Dunsby has been repaired, but only to 3.06m.
 Working with the EA to create a computer simulation based on actual events from January 2024 and January 2025 that led to the overtopping of the SFFD to compare to the modelling used to justify the decommissioning of the Black Sluice Pumping Station.
 Develop options to submit the Outline Business Case to achieve funding to repair the banks below the pumping stations where water flows through when levels are high.

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
Structural Integrity of the Boards ageing Pumping Stations following concerns raised in relation to Swineshead Pumping Station following an inspection by a Structural Engineer.

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

Further Work: Consider if additional surveys are required at all our Structures and identify funding.

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

(d) Flooding from Sewers or riparian watercourses

Consequence: Small areas of land and maybe some properties could be subjected to flooding
During the storms of 2023/24 we saw an increase in contact from the general public seeking advice and assistance. This could be due to being more accessible than other Risk Management Authorities or they had been told it wasn't their responsibility and they were sent our way.

How risk is managed: Board works with lead local flood authority
The Board has permissive powers for the supervision of drainage in the Board's catchment and in the extended catchment on behalf of Lincolnshire County Council under PSCA.

Further Work: Increase the profile of the Board and manage the expectations of the general public.
Engage with partners to agree methods to pass information between Risk Management Authorities instead of directing the member of the public to contact another public body.

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

1.2 Risk of loss of reputation or being found negligent due to Emergency Actions

The Board has permissive powers to complete drainage works to further drainage, reduce flood risk or to maintain and enhance the environment. The Board uses these permissive powers to pump water away from the Board's catchment.

The Board has an agreement with Environment Agency to remotely implement emergency profile levels as per the Boards emergency plan, if levels reach 2.7m ODN at Black Hole Drove PS. This effectively switches off the pumps for a period until the water level in the watercourses reaches a pre-determined level for each pump when the pumps automatically switch back on and attempt to pumps levels down by 300mm. This stores water in the Black Sluice IDB system and reduces the pressure on the Environment Agency controlled South Forty Foot Drain, reducing the risk of overtopping and breach.

Consequence:	The public perception could be that any flooding was caused by these actions A court could find these actions to be negligible
How risk is managed:	Legal protection is included with our insurance policy Emergency Plan is reviewed regularly and after every incident where it is invoked
Further Work:	Engage with the public to educate on our work and emergency processes through engagement events and liaison with local flood groups.

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	MEDIUM	4

1.3 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

1.4 Risk of failure of Board's Pumping Stations

This risk has been expanded to cover any circumstance where a Board Pumping Station may fail to operate whether it be through structural failure, mechanical failure or overwhelmed by high water levels.

Consequence: High water levels and possible flooding
Extra expenditure on pumping station maintenance
Unable to access the pumping station in an emergency

How risk is managed: Pumping Engineer checks at regular intervals
Refurbishment of plant is continuously programmed
Continued investment planned for pumping stations
Permit to work scheme implemented where risk to people due to structural concerns.

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

1.5 Risk of Board Watercourses being Unable to Convey Water

Consequence: High water levels and possible flooding from over topping
Extra expenditure on drain maintenance
With increased flows we are seeing more Culverts failing blocking water courses.

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
Programme of desilting to be developed prioritised following surveying.

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	MEDIUM	4

1.6 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, to comply with LOLER. Health & Safety committee formed to monitor and address issues 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

1.7 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 Uninsured costs Extra work for staff
How risk is managed:	The Board has adequate insurance including legal cover 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

1.8 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

1.9 Risk of Unplanned 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

Further Work: Contingencies for Senior roles to be considered further.

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	MEDIUM	4

1.10 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.
Excessive Electricity Costs

How risk is managed: Ten year budget to ensure adequate funding
Reserves to be increased to a level that would allow electricity bills to be paid if wet conditions experienced for two consecutive years. Financial Regulations updated.
Ongoing continuous liaison with Precept paying Councils

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

1.11 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

1.12 Insufficient Staff Resources

Consequence: Reduced standards of maintenance
Reduced value for money
Environment Consultants are in short supply following retirements.
Unable to deliver funded capital works

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

Further Work: **Recruitment of Project Manager to deliver funded capital works**

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

2. TO CONSERVE AND ENHANCE THE ENVIRONMENT WHEREVER PRACTICABLE 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
Environment Consultants are in short supply following retirements

How risk is managed: **Qualified Environment Officer employed**
Workforce are trained in environmental matters
Working within the restraints of the Board's Biodiversity Action Plan
Environmental clean-up liability Insurance (£1m)
Environmental Impairment Liability Insurance (£2m)

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
Annual Environment Budget
Biodiversity Action Plan Actions reported to Environment Committee.

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
Plan reviewed following use

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
 Unable to recruit sufficient workforce

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

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
 Well-practiced procedures for working from home by all office based staff if required. Invested in technology to enable.

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 & Safety Committee formed to review and monitor Safety Management System including all levels of personnel in the Board from Board member to Drainage Operative.
 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)

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 monitor the overall Safety Management System.**
 Health & Safety Committee formed to review and monitor Safety Management System including all levels of personnel in the Board from Board member to Drainage Operative.
 Board Health & Safety policy is **regularly reviewed by the Health & Safety committee and the Board.**
 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 **or held** 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
HIGH	LOW	3

5.3 Risk of Fraud by Senior Officers

Consequence: Loss of money

How risk is managed: Two Officers always have to sign/approve 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
MEDIUM	LOW	2

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
Additional independent checks carried out with supplier to avoid "Mandate fraud"

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: Only Directors hold Board Credit Cards
The Board has insurance for Unauthorised use of credit cards £10,000 (Card limits £5k, £5k, £2,500 & £2,500)
Card expenditure is reconciled monthly and certified by both CEO & Projects Director

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 23 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 Executive Liability & Company Reimbursement, £3m Corporate Liability)
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 Liability Cover)
Advice from consultants and solicitors and the industry
The Board employs a Qualified HR Adviser

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 & Admin Director
Comprehensive Annual Budgets and ten year estimates produced
Ongoing continuous liaison with Precept paying Councils
Reserves to be increased to a level that would allow electricity bills to be paid if wet conditions experienced for two consecutive years. Financial Regulations updated.

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 Upgraded the Telemetry Systems including the ability for remote operation. All Directors trained during winter 2023/24 storms
Further Work:	Continue to maintain trained staff to monitor telemetry

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 Soft Phones available via an app on computers and mobiles UPS (Battery Backup) on Communications Cabinet Phones on separate Broadband line and network as rest of the network

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 Recent limitations on the network due to low upload speeds
How risk is managed:	Fibre to Premises (FTTP) and backup Fibre to cabinet (FTTC) with different providers.

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

How risk is managed: Proactive IT **security** 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 Defender AV as a minimum)
WatchGuard Firewall and Microsoft Defender AV system installed and subscription maintained
All information taken off site digitally is encrypted and password protected
Remote Backups to HBP servers
Introduction of Electronic Information and Communication Systems Policy (was part of the 'White Book' previously)
Dual Authentication system for any access to the Board's Network or Microsoft Cloud systems

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: WatchGuard and Microsoft Defender AV installed and subscription maintained
Dual Authentication system for any access to the Board's Network or Microsoft Cloud systems

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: Microsoft Defender AV 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 Microsoft 365 Spam Filtering 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: Insurance for Business interruption £100k for up to 12 months
Computer systems are regularly reviewed by trained staff and external IT consultants
Remote Backups to HBP servers

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: 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
Drainage Rate System updated on to most up to date Microsoft platform.

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
MEDIUM	Low	2

Black Sluice Internal Drainage Board

Policy No: 33 Smoking Policy

Review Dates:

Original Issue	10 December 2014
Board Approved	
Due for Review	

Introduction

This smoking policy seeks to guarantee the right of all employees and visitors to breathe air free of tobacco smoke and to comply with smoke-free legislation included in The Health Act 2006. Passive smoking, has been medically proven to cause lung cancer and heart disease in non-smokers, also been proven to cause asthma and migraine attacks, as well as other serious illnesses and minor conditions.

The Penalties for Non-Compliance with the Legislation

- Failing to display no-smoking signs in premises covered by the law (£200 fixed penalty notice, or up to £1,000 Court fine);
- Smoking in a smoke-free place (£50 fixed penalty notice, or up to £200 Court fine);
- Failing to prevent smoking in a smoke-free place (up to £2500 Court fine).

The Management of this Policy

It is the policy of Black Sluice Internal Drainage Board that all our workplaces are smoke free, and all employees have a right to work in a smoke free environment. Smoking is not permitted in any part of the premises, or within one metre of an entrance or window, including pumping stations, company vehicles and machines at any time. At the Board's headquarters smoking is only permitted in the designated smoking shelter.

This policy also covers the use of Electronic Cigarettes.

Adequate Signage and Facilities for Disposal of Smoking Refuse, etc.

Directors, Managers, and Supervisors are responsible for ensuring the implementation and maintenance of this policy. Appropriate 'no-smoking' signs will be clearly displayed at the entrances to and within the premises, and in all vehicles and machines. Smokers are responsible for disposal of cigarette litter including discarded cigarette butts, cigarette packets, matches and match boxes.

Smoking litter should be disposed of in designated bins and not discarded on the ground.

Enforcement of the Smoke-Free Legislation

Council enforcement officers have the power to enter no-smoking premises to determine whether the law is being upheld. They also assess whether or not those in control of the premises have taken all reasonable precautions to avoid people smoking.

All **employees** have a personal responsibility in ensuring their personal compliance and in ensuring that all those who enter the premises are made aware of the policy. Those who do not comply with the smoke-free law may be liable to **disciplinary action**, a fixed penalty fine and possible criminal prosecution.

Help for those who Smoke

It is recognised that the smoking policy will impact on smokers' working lives. Black Sluice IDB will support those staff that would like to quit smoking

The following free services are available to assist smokers to quit:

- NHS Smoking Helpline 0300 123 1044
- **One You Lincolnshire - Stop smoking service 01522 705162**

Non Compliance

Disciplinary procedures will be followed if employees do not comply with this policy.

BLACK SLUICE INTERNAL DRAINAGE BOARD

EMERGENCY FIRE PLAN

FOR PREMISES

AT

STATION ROAD

SWINESHEAD

PE20 3PW

Approved by the Board on

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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.

2.3 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.

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 **themselves** 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 **the Finance & Admin Director**.
Substitute is the Maintenance Director.

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, **all employees are to sweep their areas as they leave the building and report to the Fire Coordinator**, to assist in the safe evacuation of all staff and visitors present from **all** areas of the building.

Employees 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 **employees** 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 **area** 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 **on** the first **day** of employment. this will include identification of escape routes, location of fire extinguisher and call points, where the 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.

The **fire alarm** 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
	Maintenance Office:	6 litre water with additive. 2kg carbon dioxide.
	Operations 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
	Finance & Admin 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

Maintenance Director Office & Secure Store:	Leave building via escape door in rating office.
Engineer Office:	Leave through reception and front doors.
Reception:	Through front doors.
Finance & Admin Director Office:	Along corridor, down stairs and leave through emergency door.
Planning & Byelaw / Operations Office:	Leave via emergency door or into workshop and through workshop exit door.
Project Director Office:	Down stairs and leave through emergency door.
Chief Executive Office:	Down stairs and leave through emergency door.
Finance & Admin 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.
In house PAT testing annually

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

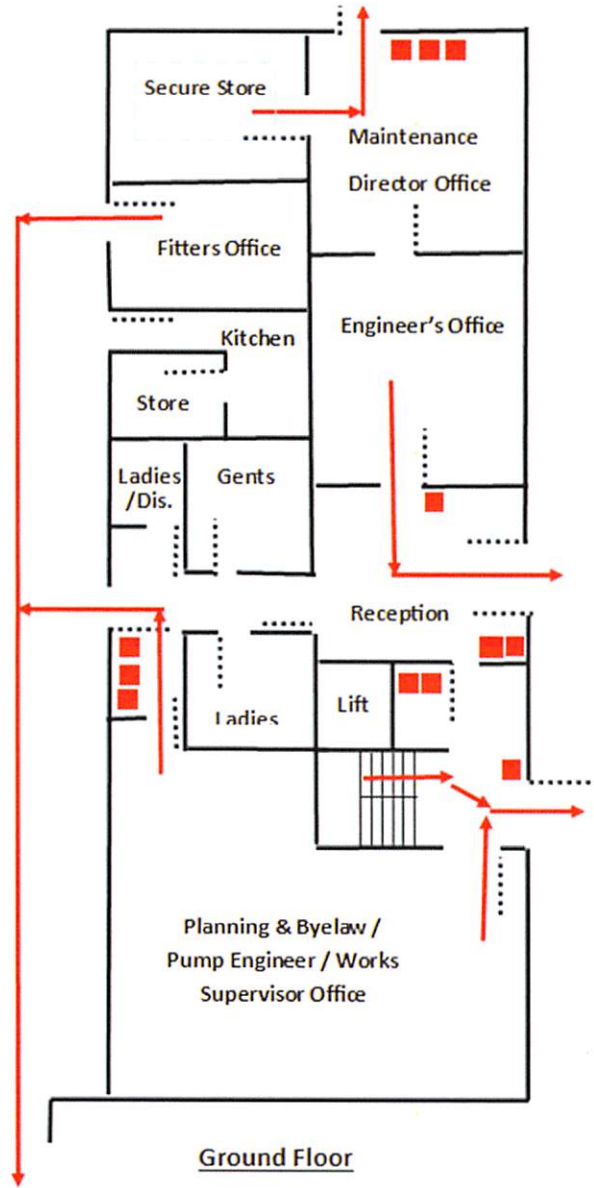
5.3.1 Machinery

Risk: Machinery short circuits causing fire.

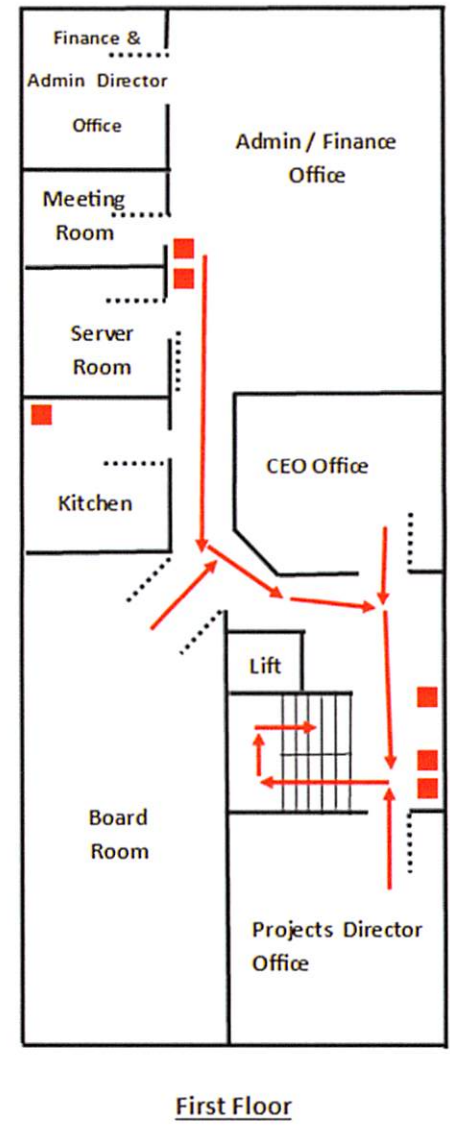
Consequence: Fire spreading

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



Fire protected staircase & lift shaft



Key
 Door opening
 Fire Extinguisher ■

Black Sluice Internal Drainage Board

Policy No: 39

Wearing of Seat Belts in Vehicles

Review Dates:

Original Issue	10 December 2014
Board Approved	
Due for Review	

Background

A number of accidents have resulted in operators attempting to jump clear of an unstable machine and being struck by the Roll Over Protection System (ROPS) or being thrown about the cab of the machine during a roll over. Injuries sustained are usually major, causing entrapment and crushing type injuries.

Regulations

The Health and Safety at Work Act 1974 requires employers to provide safe plant and machinery and this includes all vehicles and heavy plant. The Provision and use of Work Equipment Regulations 1998 supports this requirement in that all new vehicles now supplied are to be fitted with seat belts and should be worn.

The Health and Safety at work Act 1974 and the Management of Health and Safety at Work Regulations 1999 imposes duties on employees to use all machinery, equipment and safety devices as trained or instructed. Therefore, where vehicles are fitted with seat belts they must be worn.

In line with current vehicle training, and the Regulations and Act referred to above, the policy of the Board is that all vehicle operators must wear seat belts if fitted.

HSE Approved Code of Practice and Guidance – Safe use of work equipment

Regulation 25 Guidance

250 The need for restraining systems on mobile work equipment is determined by the risks to workers operating and riding on the mobile work equipment and the practicability of fitting and using such restraints. Restraining systems can be fullbody seat belts, lap belts or purpose-designed restraining systems. When assessing the need for restraining systems and the nature of seat restraint required, the risk of people being injured through contact with or being flung from the mobilework equipment if it comes to a sudden stop, or moves unexpectedly, should be taken into account. The need for protection against risks for rolling over and overturning (regulations 26–27) should also be taken into account when deciding whether restraining systems should be fitted.

Regulation 26 Guidance

270 Where the operator is at risk of falling out and being crushed by the mobile work equipment or its protective structure in the event of roll-over, you should provide a restraining system (for example, a seat belt) if it can be fitted. This restraining system may also be necessary under the more general requirements of regulation 25 to protect against other risks.

271 If the operator is in a fully enclosed protective structure and unable to fall out of the mobile work equipment, they will not be at risk of being crushed between the mobile work equipment and the ground. However, if the operator or people carried are likely to be injured through contact with the inside of the structure during rollover, a restraining system may be necessary.

Black Sluice Internal Drainage Board

Policy No: 00

Maternity

Review Dates:

Original Issue	
Board Approved	
Due for Review	

1. Introduction

The Board ensures all women are given support and encouragement before, during and on return to work from maternity leave. This policy offers the Board's Occupational Maternity guidance and explains the statutory rights in relation to Maternity Leave.

2. Objectives

The aim of this policy is to set out pregnant employees' rights in relation to pay, right to time off and right to return to work and the responsibilities of employees, managers and Human Resources.

3. Minimum Standards

Within individual conditions of service, and subject to all qualifying conditions, the basic provisions applying to leave and pay are:

- Maternity leave of up to a maximum of 52 weeks, commencing no earlier than 11 weeks before the expected date of childbirth.
- Maternity pay during leave comprises two parts - statutory maternity pay and occupational maternity pay.
- A right to return to work on conditions no less favourable than those which would have been applied if the leave had not been taken.
- All pregnant employees regardless of length of service are also entitled to necessary time off with pay for all hospital and ante-natal appointments.

4. Finance and/or Human Resources

It is the responsibility of the Finance Director to;

- Make necessary payments and keeping records and certificates of expected childbirth.
- Keep and maintain a computerised record of all maternity leave.
- To maintain records for a minimum 3 financial years after the end of the financial year to which they relate.

5. Pregnant Employees

It is the responsibility of the pregnant employee to ensure they meet the requirements detailed in the policy. Notifying the Board within the timescales as set out in this guidance. Advice and guidance can be sought from your Line Manager or Board's HR Adviser.

6. Employee Rights

An employee has several rights in connection with maternity leave and pay depending upon length of service:

- To take paid and/unpaid maternity leave.
- To retain their terms and conditions of service (except remuneration) during maternity leave.
- To receive an amount of Statutory Maternity Pay paid via payroll.
- To be moved to other work (if available) on health grounds or to suspension on full pay.

- To return to work following a period of maternity leave.
- Protection from dismissal for any reason connected with the pregnancy from the time of notification of pregnancy until the return to work.

7. Maternity Leave Procedure

Please notify us as soon as possible of your pregnancy to enable us to ensure that, where appropriate, any reasonable steps are taken to ensure the safety of yourself and your unborn child and that you are not subject to any unnecessary risks.

To qualify for maternity leave we require that you notify us in writing of your pregnancy; your expected week of childbirth (EWC); and the date on which you intend your ordinary maternity leave period to start, which can be any time from the 11th week before the EWC.

During antenatal appointments, your midwife or your doctor would normally automatically issue you with a MATB1 form. You would normally be given this at around the 20-week stage.

An informal meeting will then be arranged with HR Lead to ensure you are aware of all your entitlements and the processes involved. The meeting will include discussion on the following points:

- the amount of leave you can take and the payment arrangements
- the information that we will need from you to process your maternity leave
- time off for ante natal appointments
- risk assessments to ensure your role does not pose a risk to your, or your baby's, health and safety
- your right to return after maternity leave to the same or a similar role
- the opportunity to request flexible working and how a request should be made

In order to ensure good communication and a smooth transition in the time leading up to maternity leave, and during the leave itself, you will be informed of the arrangements for covering your work and also for remaining in contact whilst you are on leave. We will ask you for your ideas on how best your workload can be covered during your leave and on any temporary reporting arrangements while you are on leave.

We would like to keep you fully informed of any news or developments at work during your leave and so you will normally continue to receive the Board's updates and information on Board and social events etc. We will also keep you informed of any recruitment exercises undertaken during your absence.

8. Maternity Leave and Continuous Service

All pregnant women, irrespective of length of service or hours worked, have a right to 26 weeks Ordinary Maternity Leave (OML) and 26 weeks Additional Maternity Leave (AML).

9. Applying for Maternity Leave

The employee should inform the manager in writing no later than the end of the 15th week before the expected week of childbirth (EWC), or as soon as reasonably practicable of:

- her pregnancy
- the expected week of childbirth
- the date she intends to start maternity leave (this can be any time from the 11th week before the expected week of childbirth).

Payroll will write to the employee within 28 days of receipt of this form confirming the end date of the maternity leave (usually 1 year from the first day of commencement of Maternity leave). The employee must provide an **original** MAT B1 certificate from their GP or midwife stating the expected week of childbirth.

An employee may change the date from when they wish to commence maternity leave providing that they give 28 days' notice.

10. Commencement of Maternity Leave

The earliest maternity leave can commence is the beginning of the eleventh week before the expected date of confinement, that is the Sunday 11 weeks before the week of the birth.

Beyond this date the employee is free to work up to the expected date of birth without the need for medical certification to say she is fit to do so. She must, however, give 28 days' notice (wherever reasonably practicable) of the date on which she intends to commence her maternity leave.

Maternity leave will either start on:

- the date notified that the employee wishes the leave to start; or
- if the employee is absent from work due to pregnancy related illness after the 4th week before their expected week of childbirth, the day after the first day of their absence; or
- if the employee gives birth to their baby before maternity leave has started, on the day after the date of the birth.

Managers should note that the employee must take a minimum of 2 weeks' leave from the date of birth and should not be permitted to work in this time.

11. Contract of employment during maternity leave

- During maternity leave (for both Ordinary and Additional) an employee's terms and conditions of employment will be maintained, except for pay, in certain circumstances which will vary according to their length of service.
- The employee has the right to return to the same job after ordinary maternity leave. The first 26 weeks of maternity leave are called 'ordinary maternity leave' under the law.
- More than 26 weeks' maternity leave is called 'additional maternity leave' under the law. If the employee uses additional maternity leave, they still have the right to return to their job on the same terms as before they left. But if it's not possible because there have been significant changes to the organisation, the employee could be offered a similar job. In this case, the job cannot be on worse terms than before. For example, the following must be the same; pay, benefits, holiday entitlement, seniority, where the job is.

12. Maternity Pay

(a) Statutory Maternity Pay

Statutory Maternity Pay (SMP) is a scheme for female employees to get a basic amount of maternity pay from their employers and is paid for up to 39 weeks. It will be paid to them along with Occupational Maternity Pay (OMP) if they are entitled to this.

SMP can be received from the beginning of the 11th week before the week in which their baby is due. SMP will commence on the day the employee has specified to start their maternity leave, provided that the maternity leave does start on this day. It may be started on other days of the week if triggered by the birth of the baby or absence from work due to a pregnancy related reason in the four weeks before the expected week of childbirth (EWC).

An employee is entitled to SMP if:

- they have been continuously employed by the Board for at least 26 weeks by the end of the 15th week before the EWC, i.e. the qualifying week ("continuously employed by Board" means that they must have worked for all or part of each of the 26 weeks)
- they have average weekly earnings in the 8 weeks up to and including the 15th week of over the lower limit for National Insurance Contributions
- they have commenced maternity leave.

If entitled to SMP the employee will receive:

- For the first 6 weeks - 90% of their average weekly earnings.
- For the subsequent 33 weeks – the lesser of the standard rate of SMP or 90% of their average weekly earnings.

This will be reviewed annually by the Government.

(b) Maternity Allowance

An employee who does not qualify for SMP may be entitled to Maternity Allowance (MA):

- They must have been employed or self-employed in at least 26 weeks in the 66-week period before their baby is due and if they are earning (gross) £30 per week averaged over a 13 week period.
- Maternity Allowance (MA) is an allowance paid for up to 39 weeks and claimed from the department of Work and pensions on form SMP1 which can be completed online, printed and submitted or ordered from Job Centre Plus.
- The earliest Maternity Allowance can be paid is the start of the 11th week before the expected date of birth and can only be paid if they have stopped working.
- The Board's HR Advisor will assist accessing the form where required.

(c) Occupational Maternity Pay

- To qualify for Occupational Maternity Pay (OMP) from the Board, an employee must have at least 1 year's continuous service by the 11th week before the EWC.
- Continuous service for Occupational Maternity Pay purposes means working without a break with either the Board or with another Local Authority or with certain other bodies e.g. Probation or Magistrates' Courts Committees. If an employee has worked with another organisation which they think might count they should bring this to the attention of their manager. If entitled, they will receive:
 - For the first 6 weeks of absence - 90% of a week's pay offset against SMP or Maternity Allowance payments.
 - For the subsequent 12 weeks – If they intend to return to work, they will also be entitled to half pay. This is not offset against SMP except where their combined pay and benefits (e.g. SMP or MA) exceed full pay. In this instance a week's full pay will be offset against the SMP payments.
 - For the subsequent 21 weeks – the lesser of the standard rate of SMP or 90% of their average weekly earnings.
- Both SMP and Occupational Pay will be subject to normal deductions, i.e. tax and national insurance.

The employee has a choice regarding payment arrangements, for instance payments may be made during maternity leave or in a lump sum when they return to work. Employees should inform the Board before they start maternity leave about their intentions for returning to work in order that suitable payment arrangements can be made.

Having returned to work, an employee must work for a period of at least 6 months. If they do not return to work for the stated period then they will have to refund such sum of Occupational Maternity Pay as the Boards or the Governing Body, at their discretion, may decide.

13. Returning to Work

- The date on which the employee returns to work is for her to decide providing it is before the end of the period of 52 weeks beginning with the week in which maternity leave commences.
- It is suggested that the manager discuss an anticipated date of return with the employee before her maternity leave commences.
- An employee on maternity leave will need to give at least 8 weeks' notice in writing should she wish to return to work prior to the end of her full maternity leave entitlement.
- If an employee on maternity leave changes her mind about the date she wished to return where she has already notified an earlier return date, she should give at least 8 weeks written notice of this before the new date.
- If they do not give the required amount of notice, then the Board can postpone their return until it has received such notice.

- If the employee returns to work before the postponed date given, the Board is not obliged to pay them until the date it has given for your return.
- If the employee does not wish to return to work (i.e. they wish to terminate their employment with the Board) then the employee must give proper notice in accordance with their contract of employment.
- If the employee does not attend work when expected at the end of the maternity leave period without an explanation, then this absence will be regarded as unauthorised absence. The relevant disciplinary rules and procedures will apply.

14. Extending Date of Return

It is recognised that some employees are reluctant to work after the birth of the baby because they do not want to leave their baby so soon after the birth. To encourage the retention of staff, managers may offer staff a period of unpaid leave in excess of their entitlement.

15. Where not fit to return

If an employee, for any reason connected with their health, is not fit to return to work at the end of the maternity leave period (or at an earlier notified date), then they will be deemed as having returned to work and the usual sickness reporting procedures and policies will apply.

16. Failure to return to work

If an employee does not attend work when expected at the end of the maternity leave period without an explanation, then this absence will be regarded as unauthorised absence. The relevant disciplinary rules and procedures will apply.

17. Communications and support to the employee

Before the employee commences maternity leave the manager should discuss with them suitable arrangements for contact being maintained during their leave. It is recommended that employees taking maternity leave are kept informed about organisational and department issues. For example, managers could forward copies of relevant correspondence, newsletters, minutes of meetings and where possible, invitations to social events.

It is recognised that if employees continue to feel part of the organisation, their return to work will be easier and their commitment is more likely to be maintained. It is recommended that managers and employees taking maternity leave also consider arranging ways of keeping in touch.

18. Time off for antenatal care

An expectant mother is entitled to the necessary time off with full pay for all hospital and antenatal clinic appointments resulting from their pregnancy. This includes relaxation, exercise and parent-craft classes where the appointment has been made on the advice of a registered GP, midwife or health visitor.

These rights are subject to the following conditions:

- that the employee has made an appointment for antenatal care and the time off must be requested in order to keep the appointment.
- except for the first appointment, the employee should be able to produce, upon request, an appointment card confirming the date of appointment.

19. Right to accompany partner to prenatal appointments

The right for fathers and partners to accompany a partner to prenatal appointments came into force on 1 October 2014.

An employee (from day one of employment) who has a qualifying relationship with a pregnant woman or an expected child is entitled to take unpaid time off to accompany that pregnant woman at up to two antenatal appointments. The right to time off is capped at six-and-a-half hours on each occasion, although no more than half a day is normally needed for an antenatal appointment and you should take only the time that you need to attend the appointment.

An employee has a qualifying relationship with a pregnant woman or her expected child if he or she:

- is the husband or civil partner of the pregnant woman
- lives with the pregnant woman in an enduring family relationship, although is not her parent, grandparent, sister, brother, aunt or uncle
- is the father of the expected child
- is an intended parent in a surrogacy situation who meets certain conditions (for example, is a potential applicant for a parental order in respect of the expected child).

The employee must notify their manager if they require leave to accompany their partner to a prenatal appointment, giving as much notice as possible. If the employee would prefer not to use unpaid leave, they may request annual leave or time under the terms of a flexible working hours scheme if this is in operation.

20. Sick Leave

- Any sickness absence before the 4th week before the expected week of childbirth (EWC) shall be treated and paid as normal sick leave, regardless of the reason for the sickness.
- Absence after the 4th week before the EWC for health reasons not connected with the pregnancy will also be treated as sick leave. However, if the employee is absent for a pregnancy related reason after the beginning of the 4th week before the expected birth, her maternity leave will start automatically on the day after the first day of such absence.
- The employee must notify her manager that she was absent for a pregnancy related reason as soon as is reasonably practicable. This means that the maternity leave period may commence even though this was not the intention of either the employee or her manager.

21. Miscarriage, Termination & Stillbirth

Any absence from work due to miscarriage, termination or stillbirth earlier than the 25th week of pregnancy will be treated as normal sickness and the employee is entitled to statutory or contractual sick pay. If miscarriage or stillbirth occurs from the 25th week onwards or should the baby die following its birth, the employee is entitled to receive maternity leave and pay in the usual way.

22. Annual Leave and Bank Holidays

- Employees continue to accrue annual leave during the full period of maternity leave.
- Employees may wish to “anticipate” this annual leave and take it before their maternity leave commences subject to the needs of their service area. Accrued leave should be treated in accordance with the normal annual leave policies, i.e. accrued leave over 5 days may be lost in a new leave year, but this is at the discretion of senior management.
- This also applies to any bank holidays that fall during Maternity Leave. A compensatory day will be given for each bank holiday that occurs (or for part time employees, the number of bank holidays that they would have received had they not been on maternity leave). These can be taken on return to work or arranged to be taken before they commence maternity leave.
- The period an employee spends on maternity leave, paid or unpaid, does qualify for the purpose of entitlement to additional annual leave based on years of service.

23. Adoption, Shared Parental, Neonatal Care and Paternity Leave

The Board will follow the statutory provisions set down in the relevant legislation in relation to all forms of such leave. Employees will be paid statutory pay in accordance with and subject to those same statutory provisions. If any Employee has any queries about their entitlements under the statutory provisions then they should raise those with their employer.

24. General Information

(a) Health & Pregnancy at Work

- The Board wishes to provide a healthy working environment for all employees and have a legal obligation to assess the risks to all employees.
- As soon as an employee informs the Board of their pregnancy, managers must take action to ensure that they are not exposed to any significant risk.
- If an employee is unable to continue working in their normal job because their health and safety as a new or expectant mother may be jeopardised, then the Board has certain obligations. The Board must assess the risk to the employee whilst pregnant, if they have recently returned to work after giving birth or if they are still breast-feeding when they return to work, and take appropriate preventative measures to either eliminate or reduce the risk.
- If the preventative action does not allow the employee to continue in their normal job then the Board must offer suitable, alternative work, if it is available. It must be (a) of a kind which is both suitable and appropriate to the employee in their circumstances, and (b) the terms and conditions must be the same as or not substantially less favourable than those applicable for performing their normal duties under their normal contract.
- If there is no suitable, alternative work then the Board may suspend the employee from work on full pay on the grounds that there are compelling health and safety reasons which may affect them and their unborn child. Suspension must continue for as long as necessary in order to avoid the risk. However, the employee will not be paid if they refuse suitable, alternative work.
- Should the manager have concerns about an employee's fitness to continue working they may wish to organise for a risk assessment to take place.

(b) Breastfeeding

Those nursing mothers who return to work after maternity leave and wish to continue to breastfeed will require a clean and private facility to express milk during the working day. It will be the responsibility of the employee, should they require these facilities, to inform their manager in advance of their return to work.

(c) Statutory Maternity Pay & Release

If an employee attends a day release course and they begin their maternity leave they will need to decide whether to continue with the course. If the employee decides to continue day release work, including college attendance, during maternity leave, this will be on an entirely voluntary basis.

(d) Pension Scheme

- If an employee is a member of the Local Government Pension Scheme contributions are automatically deducted from their maternity pay based on what they receive.
- The Board will continue to pay pension contributions whether or not they receive any pay during the ordinary maternity pay period and these will be based on what they would have been earning had they been working normally.
- No contributions will be payable by either the employer or employee during any period of no pay in the additional maternity leave period.
- If the employee would like to make contributions to cover periods of maternity leave when they are not receiving Occupational/Statutory Maternity Pay they may do so by confirming this in writing not later than 30 days after their return to work or the date confirming their wish to cease work. The rate of contributions will be the rate applying immediately before their pay ceased.

(e) Flexible Working Arrangements

An employee has a right to request to return to reduced or increased hours of work by making a flexible working request as per the White Book. The Board should ensure that women, returning part-time or as a job share following maternity leave, return at a grade commensurate with their leaving grade and to work of a similar status. Managers seeking further information should consult with their HR Lead.

(f) Redundancy

If there is a redundancy situation when the employee is on maternity leave (either ordinary or extended leave), they have a right to be included in the consultation and selection process just as if they had not been absent. The Board will ensure that employees do not suffer any detriment because of pregnancy.

Where an employee's job is redundant, they are entitled to be offered suitable alternative employment. If there are no suitable, alternative vacancies then they will need to consider alternative vacancies which may be acceptable but on less favourable terms, e.g. although salary protection applies, holiday entitlement could be affected. Where a vacancy does exist, the employee must be offered it before their existing contract comes to an end. It must take effect immediately when the old one terminates.

What is suitable work?

Any vacancies within the Board will be classed as suitable alternative work if:

- o they are suitable for that employee, i.e. they must be compatible with the employee's skills, qualifications and status before they started maternity leave; and
- o they are appropriate for the employee to do in the circumstances; and
- o they are offered on terms and conditions which are not in any respect substantially less favourable than those which they enjoyed before starting maternity leave.

If the Board does not have a suitable or unsuitable alternative job to offer or the employee refuses to accept an offer of a suitable alternative job, then the Board is entitled to terminate employment on grounds of redundancy.

Those employees who have the qualifying period of employment then will be entitled to a redundancy payment.

(g) Detriment / Unfair Treatment / Dismissal

Employees must not be subjected to any detriment or be unfairly treated by any act or any deliberate failure to act by their employer for any pregnancy-related matter. It is unlawful for the Board to dismiss an employee for any pregnancy-related matter.

(h) Further Information

Advice on Statutory Maternity Pay and Maternity Allowance is available from the Department for work and pension and ACAS. The Board's HR Adviser will assist accessing information where possible.

CHECKLIST FOR EMPLOYEE

WHEN	ACTION REQUIRED
As soon as they know they are pregnant	Tell their Manager and discuss their intentions: to return, to defer the decision or not to return
After 20 weeks pregnant	Ask their Doctor or midwife for a maternity certificate (Form MATB1) showing when the baby is due. This must be the original MATB1.
During or before the 15th week before the EWC (Expected week of childbirth)	The employee should inform the manager in writing of her pregnancy, the expected week of childbirth, the date she intends to start maternity leave. Within 28 days Payroll will confirm acknowledgement in writing.
After 29 weeks pregnant	Commence maternity leave if they have chosen to do so
During maternity leave	If the employee wishes to return early (before 52 weeks) then 8 weeks' notice is required in writing to their Manager.
52 weeks from the beginning of the week in which maternity leave started.	Latest time by which the employee has a right to return to their job.

BLACK SLUICE INTERNAL DRAINAGE BOARD

AUDIT & RISK COMMITTEE - 15 APRIL 2025

AGENDA ITEM 10

Cyber Security

Introduction

Cyber security refers to the practices, technologies, and policies implemented to protect a organisation's computer systems, networks, data, and sensitive information from malicious cyber attacks, such as phishing scams, ransomware, data breaches, and unauthorized access, aiming to minimize potential financial losses and operational disruptions; essentially, it's a way to safeguard a business's digital assets against cyber threats.

Key aspects of business cyber security include:

- **Network security:** Protecting the company's network infrastructure with firewalls, intrusion detection systems, and access controls.
- **Application security:** Securing software applications used by the business to prevent vulnerabilities and exploits.
- **Data security:** Encrypting sensitive data to protect it from unauthorised access in case of a breach.
- **Endpoint security:** Protecting individual devices like computers and mobile phones with antivirus software and security updates.
- **User awareness training:** Educating employees about common cyber threats like phishing emails and how to identify them.
- **Incident response plan:** Having a defined process to respond to and recover from cyber security incidents.

Network Security

- Backups
- Regular replacement of infrastructure
- Server Updates regularly installed and servers re-booted
- Security PEM visit by HBP Quarterly to check system
- HBP monitor remotely constantly with automatic reporting system if something amiss.
- Phones on separate Broadband line and network as rest of the network
- WatchGuard Firewall and Microsoft Defender AV system installed and subscription maintained
- Dual Authentication system for any access to the Board's Network or Microsoft Cloud systems
- Hard Firewall installed to prevent unauthorised person introducing virus
- Secure Virtual Private Network SSL used for remote access to the office.
- HBP managed Network Operations Centre Service ensures continuous monitoring, management and optimisation of your systems to minimise downtime, enhance performance and safeguard against potential threats, with the implementation of a more robust, intelligent system.

Application Security

- Dual Authentication system for any access to the Board's Network or Microsoft Cloud systems
- Emails filtered off site by Microsoft 365 Spam Filtering to reduce likelihood of malicious attachments
- Drainage Rate System currently being upgraded to up to date Microsoft 365 to maximise security.
- Software is updated as soon as updates are available and forced to be installed and computer restarted within 6 days.

Data Security

- All information taken off site digitally is encrypted and password protected
- Local, and Remote Backups to HBP servers
- Volume Shadow software copies back up every six hours

Endpoint Security

- Regular replacement of machines. Approx every 4 years
- Monitor end dates for support and security (Windows 10 about to go end of life)
- Microsoft Defender Endpoint Anti Virus system installed and subscription maintained, also monitors for pattern changes for Crypto ransome and automatically reverts to previous good data.
- Dual Authentication system for any access to the Board's Network or Microsoft Cloud systems
- Microsoft Defender AV installed on all servers, desktop computers and laptops and managed centrally
- Computer systems are regularly reviewed by trained staff and external IT consultants

User Awareness Training

- HBP Training completed 23 January 2025.

Incident Response Plan

- Proactive IT Maintenance Contract with external consultants including disaster recovery (Backup can be restored to a remote server at HBP Offices and then accessed remotely)
- 4 hour response for server or Network failure
- Staff with limited training and remote support
- Insurance for Business interruption £100k for up to 12 months
- Quickline primary FTTP Broadband with BT FTTC as backup

Other Considerations

CYBER LIABILITY INSURANCE

Cyber Liability Insurance is designed to help you manage and control the impact of a cyber attack if your first line of defence is breached.

It is a blend of insurance protection and risk management tools, providing access to a range of independent experts.

Coverage can include the financial losses and expenses associated with cyber events including:

- 24/7 cyber breach response helpline
- Legal Expertise
- IT Forensics
- Public Relations
- Data Breach Notification Services incl. Credit Monitoring
- Extortion/Ransom (Negotiation & Settlement)
- Data Recovery & Restoration
- Business Interruption (ICOW & Loss of Profit)
- Legal Defence Legal Liability (including compensation to employees & 3rd parties)
- Regulatory (GDPR/ICO) Investigations and Fines (where insurable)
- Payment Card Industry Data Security Standards Fines (PCI DSS)
- Digital Media Liabilities
- Computer Crime cover, such as impersonation fraud and fund transfer fraud

BRIEFING NOTE – CYBER SECURITY WARNING

Cyber-attacks on organisations and businesses are now commonplace and despite having industry standard firewall security in place, the sophistication of these attacks means that no organisation can claim to be 100% safe.

Unfortunately, an IDB was the subject of a random ransomware attack in February 2025 which led to the encryption of their servers and the inability to access data on the servers for a limited period. The IDB concerned have worked with DEFRA to produce this guidance note, to share the lessons learned from this attack with other Boards.

PREVENTION

There are several types of security software available to protect networks from malicious attack and some are better than others. Most of them use Endpoint Detection and Response (EDR) and popular brands include Sophos, Sentinel-One, Huntress etc.

The best EDR programs track and review everything on a server or device, identifying malicious acts in real-time, 24/7 and automate the required response on every endpoint device. Programs register to launch automatically on start-up.

Without this real-time monitoring in place, it could be possible for malicious software to launch undetected, leading to malware or ransomware issues. Over time, there is always the need to update or patch this type of software to make sure it stays up to date to deal with new cyber threats.

Multi-factor Authentication (MFA) reduces the risk of an individual username and password being used unlawfully. This uses a separate “Authenticator” App on a phone (similar to most online banking apps) that ensures that the person logging on is a legitimate user.

ACTION: Boards may wish to check the type of network security they have in place to understand the level of protection offered, and not simply assume that all anti-virus/cyber protection software does the same thing. MFA logins should be used to reduce the risk of unlawful access

ACTION: Boards may wish to make sure they are aware who is responsible for updating and installing patches on their firewall software, to ensure it doesn't become ineffective.

INSURANCE

Cyber-insurance is invaluable where a Board's servers are compromised due to user error, malicious and non-malicious server compromise or damage. Insurance can cover the cost of the following examples of 'Heads of Claim':

1. Incident response
2. Security and forensic
3. Crisis communication
4. Privacy breach management
5. Third party breach management
6. Funds transfer fraud
7. Theft of personal funds
8. Corporate identity theft
9. Damage and rectification
10. Business Interruption
11. Reputational Harm Management
12. Hardware replacement costs

In the recent malicious attack, the risk of a data breach meant that legal support was needed to manage communication with the Information Commissioner's Office (ICO). Diagnostic and forensic work was performed by the insurers to investigate the nature of the attack. This is not something that an in-house or smaller external network manager would be able to do.

ACTION: Boards may wish to consider putting cyber insurance cover in place. Boards with cover should review their insurance to make sure it includes the types of cover set out above.

RECOVERY

Boards should ensure that, regardless of the nature of the compromise of their servers, they have proper network management in place. This management should be able to deliver the fast deployment of replacement servers that backed-up data and existing programs can be restored onto, with updated user logins and profiles etc.

Boards should already have a protocol for data back-up that would normally include daily backups with retained month end back-ups for complete recovery.

ACTION: Back-ups should be regularly tested to make sure the backed-up data is both complete, and able to be restored satisfactorily. Best practice would dictate back-ups are either kept in the cloud or taken away from the office to reduce the risk.

DEFRA

DEFRA were consulted during the cyber event described above and have provided the following information:

1. It is important for organisations to be vigilant against ransomware threats. The NCSC Guidance on mitigating ransomware attacks can be found here: [Mitigating malware and ransomware attacks – NCSC.GOV.UK](#).
2. Please note the government ransomware consultation on proposals to increase incident reporting and reduce payments to criminals: [Ransomware: proposals to increase incident reporting and reduce payments to criminals – GOV.UK](#). This includes proposals for a targeted ban on ransomware payments for all public sector bodies, including local government, and for owners and operators of Critical National Infrastructure, that are regulated, or that have competent authorities. The consultation closes at 5pm on Tuesday 8 April.

CONCLUSION

Whilst the recent ransomware attack was unfortunate and no fault of the IDB concerned, the steps set out above have enabled the Board to recover their servers and data. Email was not affected as it is held in the cloud using Office365, and this enabled the Board to operate until full recovery was completed.

ACTION: Boards may wish to consider the above actions with their network managers and insurers, to improve their cyber-security and recovery options.

Finally, for the above incident, the management time needed to deal with the attack and the recovery, amounted to around three/four weeks, full-time, by senior staff.

**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 or overtopping of defences	High	Low	3		
	1.1	(b) Fluvial flooding from failure or overtopping of defences	High	Medium	6		
	1.1	(c) Flooding from failure of IDB pumping stations or excess rainfall	High	Medium	6		
	1.1	(d) Flooding from sewers or riparian watercourses	Medium	Low	2		
	1.2	Risk of loss of reputation or being found negligent due to Emergency Actions	Medium	Medium	4		
	1.3	Loss of Electrical Supply	High	Low	3		
	1.4	Risk of failure of Board's Pumping Stations	High	Low	3		Maintenance
	1.5	Board Watercourses being unable to convey water	Medium	Medium	4		Maintenance
	1.6	Operating machinery to maintain watercourses	Medium	Low	2		Training
	1.7	Claims from third parties for damage to property or injury	Medium	Low	2		
	1.8	Third Parties damage to Board maintained assets	Medium	Low	2		
	1.9	Unplanned loss of senior staff	Medium	Medium	4		
	1.10	Insufficient finance to carry out works	High	Medium	6		
1.11	Reduction in staff performance	Medium	Low	2			
1.12	Insufficient staff resources	Medium	Low	2		Review	
To conserve and enhance the environment wherever practical and possible to ensure there is no net loss of biodiversity.	2.1	Prosecution for not adhering to environmental legislation	Medium	Low	2		BAP
	2.2	Non delivery of objectives	Low	Low	1		BAP
To provide a 24 hour/365 day emergency response for the community	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	
To provide a safe and fulfilling working environment for staff.	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 maintain financial records that are correct and comply with all recommended accounting practice.	5.1	Loss of cash	Low	Low	1	None	
	5.2	Loss of money invested in building societies, banks and managed funds	High	Low	3	None	
	5.3	Fraud by senior officers	Medium	Low	2	None	
	5.4	Inadequacy of Internal Checks	Medium	Low	2		
	5.5	Fraudulent use of credit cards	Low	Medium	2		
To ensure that all actions taken by the Board comply with all current UK and EU legislation	6.1	Board Members in making decisions	Low	Low	1		
	6.2	Not complying with all employment regulations and laws	Medium	Low	2		
A cost efficient IDB that provides a Value for Money service.	7.1	Collecting insufficient income to fund expenditure	Low	Low	1		Accounts
	7.2	IDB abolished or taken over	Low	Low	1		
Information Technology and Communications	8.1	Loss of telemetry	Medium	Low	2		Maintenance
	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	

CATALOGUE OF BOARD POLICIES

		To be reviewed																			
		A&R Committee Review	Apr 20	Sep 20	Apr 21	Sep 21	Apr 22	Sep 22	Apr 23	Sep 23	Apr 24	Sep 24	Apr 25	Sep 25	Apr 26	Sep 26	Apr 27	Sep 27	Apr 28	Sep 28	Apr 29
	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	To be reviewed at every Board and A&R meeting																		
3	Financial Regulations	3 years			✓				✓	✓		✓									
4	Procurement Policy	3 years				✓			✓	✓											
5	Investment Strategy	5 years	✓																		✓
6	Insurance Arrangements	3 years				✓	✓							✓							✓
7	H&S Policy	3 Years (Reviewed annually by CEO)	Not previously reviewed by Board							✓											
7a	Black Stulce IDB H&S Booklet	3 Years	Not previously reviewed by Board								✓										
8	Relaxation of Board Byelaw No 10 (the 9m byelaw)	5 years				✓															
9	Structures Replacement	Annual	To be reviewed annually by Culverts & Bridges Committee																		
10	Delegation of Authority	3 years						✓			✓										
11	Biodiversity Action Plan	Annual	To be reviewed annually by Environment Committee																		
12	Standing Orders	no review required	✓	No review required																	
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		✓												✓					
26	Young Persons Safety at Work policy	5 years																			✓
27	Control of Ragwort	5 years									✓										
28	Land Drains discharging into Board Maintained Watercourses	5 years									✓										✓
29	Control of Rabbits, Rats & other Rodents	5 years									✓										✓
30	Pension Discretion LPF 2014	3 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	✓																		
39	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										✓									✓
46	Crop Loss Compensation	5 years																			✓
48	Substance and Alcohol Misuse	5 years	New policy Sep 2022							✓											✓
49	Health and Wellbeing	5 years	New policy April 2023							✓											✓
50	Sickness absence management	5 years	New policy April 2023							✓											✓
51	Drone Flying	5 years	New Policy Septemeber 2023							✓											✓
52	Biosecurity	5 years	To be reviewed by Environment Committee																		