



Black Sluice Internal Drainage Board

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Our Ref: DWJL/B10

Your Ref:

Date: 14 April 2026

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, 21 April 2026 at 2pm at which your attendance is requested.

D. Withmell

Chief Executive

AGENDA

1. Recording the meeting.
2. Welcome guests and apologies for absence.
3. Declarations of interest.
4. To receive and, if correct, sign the Minutes of the Audit & Risk Committee Meeting held on the 28 October 2025 **(pages 1 - 6)**
5. Matters arising.
6. A presentation from the Internal Auditor, Chris Harris, and to receive the following:
 - (a) Internal Audit Report 2025/26 **(pages 7 - 18)**
 - (b) Audit programme 2026/27 **(pages 19 - 29)**
7. To review the following Board policies:
 - (a) Policy No.01. Risk Management Strategy, Policy and Analysis **(pages 30 - 54)**
 - (b) Policy No.04. Procurement Policy **(pages 55 - 65)**
 - (c) Policy No.10 Delegation of Authority **(pages 66 - 69)**
8. To receive the Risk Register **(page 70)**
9. To review the Board's Catalogue of Policies **(page 71)**
10. Any other business.

BLACK SLUICE INTERNAL DRAINAGE BOARD

MINUTES

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

held at the offices of the Board on
28th October 2025 at 2pm

Members

Chairperson - * Mr M Leggott

* Mr T Ashton
Mr M Mowbray
* Cllr M Geaney

* Mr V Barker
* Cllr Z Lane
* Cllr S Welberry

* Member Present

In attendance: Mr D Withnall (Chief Executive)
Mrs A Chamberlain (Finance & Admin Director)

2540 Recording the Meeting - Agenda Item 1

Members were informed that the meeting would be recorded.

2541 Apologies for absence - Agenda Item 2

There was one Apology for absence received from Mr M Mowbray.

2542 Declarations of Interest - Agenda Item 3

Minute 2469 1.5 Risk of Board Watercourses being unable to convey water.

Mr V Barker declared an interest in a matter arising that he intended to raise in relation to Minute 2469.

2543 Minutes of the last meeting - Agenda Item 4

Minutes of the last meeting held on 15th April 2025, copies of which had been circulated, were considered and it was AGREED that they should be signed as a true record.

2544 Matters arising - Agenda Item 5

Minute 2469 1.5 Risk of Board Watercourses being unable to convey water.

Mr V Barker declared an interest and raised an issue in the watercourse which is a main culvert on the highway. Currently this is not causing a problem, however, previously when there has been a substantial amount of rainfall during the winter

months the water had frozen at different levels. The different levels of ice would hold back the water and cause a problem.

2545 To receive the Annual Return including External Auditors Opinion for 2024/25 - Agenda Item 6

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 Chief Executive highlighted for next year's Audit the new guide from the external auditor will look at the accessibility of our website. The one issue that stands out is light writing on dark backgrounds. The website creator has been commissioned to refresh the website which hasn't been done for 10 years and put the accessibility requirements in place.

Mr T Ashton pointed out, and he was speaking from experience, where updating websites is concerned it is best to proceed with caution and consider what is best for the common good.

Cllr M Geaney arrived 14:06

2546 To review the follow policies - Agenda Item 7

(a) Policy No 03: Financial Regulations

The Chief Executive highlighted the following proposed changes:

5.3 – Income – The procedures for collecting and recording income has been modernised with the removal of additional steps that were not required. Drainage rate income is still recorded in the same way.

9.3 – Treasury Management / Banking Arrangements – The Executive Committee took the decision to increase Black Sluice investment with Brewin Dolphin to Risk Level 5. This slight increased risk should maintain the same income but should increase the value of the fund. The Audit & Risk committee AGREED this was the best course of action.

Mr T Ashton noted as the value of the investment was decreasing, in relation to inflation, this is the right course of action.

Mr V Barker highlighted as this is the Board's money we must be prudent despite some investment funds of a higher percentage available.

Cllr M Geaney queried if the Board were taking external financial advice.

The Chief Executive noted that although investment income has been modest, the funds are showing signs of recovery. Brewin Dolphin, acting as the Board's investment broker, provides advice on investment strategy, while a separate firm brokers cash investments to identify optimal opportunities. He emphasised the importance of exercising caution and avoiding undue risk when managing public funds.

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

(b) Policy No 15: Employees Code of Conduct

The Chairperson highlighted the following proposed changes:

2.1 Attendance and Timekeeping - The sentence in bold was unintentional.

2.4 Confidentiality – The committee discussed the clause prohibiting employees from engaging in external activities that may compete with the Board without prior approval. A past incident was noted where former staff members operated a private business in tree care and drainage services while still employed. Although competition wasn't the primary concern due to the Board's public status, the issue raised was the potential impact on employee performance and health due to excessive working hours outside their Board duties.

2.6.1 - Health & Safety General – (a), (b) & (g). The committee reaffirmed the importance of health and safety reporting, emphasising that all accidents and near misses must be promptly recorded in line with Board policy. Employees are encouraged to raise any safety concerns with their line managers.

A query was raised regarding the use of life vests when working near or in drains. It was clarified that the requirement depends on the risk assessment conducted by the supervisor at the time. While high-risk tasks like dam installation in deep water would necessitate life jackets, lower-risk activities may not. The Board has implemented self-inflating personal flotation devices (PFDs) and continues to prioritize safe working practices through proactive assessments and equipment upgrades.

2.6.3- Smoking and Vaping- including vaping to the policy updates the smoking policy.

2.7- Property and Equipment- By removing fax from the policy keeps the narrative current.

The Committee RESOLVED to recommend that the Employees Code of Conduct Policy (No.15) be approved at the next Board meeting.

(c) Policy No 16: Fraud and Corruption

The Chairperson highlighted the following proposed changes:

The contact details of the Internal Auditor to be changed

The Committee RESOLVED to recommend that the Fraud and Corruption Policy (No. 16) be approved at the next Board meeting.

(d) Policy No 20: Officer Car Loans & Electric Car Scheme

The Chief Executive highlighted the following proposed changes:

1- Introduction- Employees previously was Officers.

2- Policy- Employees previously was Officer.

3 – Responsibility of Employees- Employees previously was Officer.

5- Electric Car Salary Sacrifice Scheme Summary- The committee discussed the electric car salary sacrifice scheme, currently used by two employees, with hybrid vehicles recently added to the offering. While the tax benefits for hybrids may be limited, participation remains optional. The installation of EV chargers at the office was considered but deemed too costly at approximately £7,500 for four units. A proposed charging rate of 6.8p/kWh (aligned with the solar panel export rate) was not competitive compared to home charging rates, leading most staff to prefer charging at home. A formal charging policy will be developed if chargers are installed in the future.

The Committee RESOLVED to recommend that the Officer Car Loans & Electric Car Scheme Policy (No.20) be approved at the next Board meeting.

(e) Policy No 30: Pension Discretion LPF 2014

The Chief Executive confirmed he had contacted West Yorkshire Pension Fund who administer the Lincolnshire Pension Fund, and they confirmed there were no changes to the template discretions therefore they have been left as they are.

The Committee RESOLVED to recommend that the Pension Discretion LPF 2014 Policy (No.30) be approved at the next Board meeting.

(f) Policy No 42: Near Miss Reporting

The committee addressed underreporting of near misses and clarified their definition. A near miss is not just an avoided accident but any situation that could have developed into a hazard. The reporting scope has been expanded to include activities, method statements, safe systems of work, and risk assessments. Employees are encouraged to report concerns either through health and safety representatives or directly to management, reinforcing the Board's commitment to a proactive safety culture.

The Committee RESOLVED to recommend that the Near Miss Reporting Policy (No. 42) be approved at the next Board meeting.

2547 To receive the Catalogue of Board Policies with recommended approval dates – Agenda Item 8

The committee reviewed the scheduling of board policy approvals and agreed to move the Health and Safety Policy review to the April meeting to avoid a congested agenda in September. This policy, which spans 50 pages and includes several embedded sub-policies, will align with the annual review in August. Members acknowledged the need to prepare for a detailed discussion and agreed with the revised schedule.

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

2548 To review the Risk Register - Agenda Item 9

The risks with a Risk Score of 6 were reviewed:

- *Risk 1.1(b) – Fluvial flooding from failure of overtopping of defences.*
The work at Dunsby and Quadring was completed. Plus, the pointing has been repaired in the flood wall at Wyberton which had been part of the problem in January 2025. As the foundations and the walls are still in the same situation as January 2025 it would still overtop by 8-22cm and therefore do the flood damage that it had done previously. This risk remains high.

Mr T Ashton questioned how the EA were doing with the simulation that is comparing the information from Babet, Henk and January 2025 with the 2018 model. The Chief Executive confirmed he is expecting the results at the end of the year. The model will be re done in 2027.

- *Risk 1.1(c) Flooding from failure of IDB pumping stations or excess rainfall.*
This risk remains high.
- *Risk 1.4 Risk of failure of Boards Pumping Station.*
Swineshead Pumping Station which is the largest capacity pumping station remains structurally compromised and the risk will be of that pumping station failing. This risk remains high.
- *Risk 1.10 Insufficient finance to carry out works.*
The Chief Executive proposed that this be reduced to low and risk score 3 which was supported.
- *Risk 8.5 Breach in Cyber Security including risk of virus being introduced to network.*
The committee reviewed the cyber security risk rating, currently marked as high impact and medium likelihood. The Chief Executive outlined the extensive measures taken, including support from HBP, regular checks via the National Cyber Security Centre, robust backups, and new cyber insurance. Despite these improvements, members agreed to retain the medium likelihood rating due to the persistent global threat of cyber attacks. It was emphasised that even strong systems can be vulnerable, and attackers only need to succeed once. The consensus was to maintain the current rating to reflect ongoing vigilance.
- *Risk 8.7 Loss of accounting records.*
The potential impact can be low and the score becomes 1
- *Risk 8.8 Loss of rating records.*
The potential impact can be low and the score becomes 1.

The committee AGREED that the Risk Register be accepted (with the changes to be made as per the Risk Management Strategy).

2549 Any Other Business - Agenda Item 10

a. Policy No 30: Pension Discretion LPF 2014

3- Flexible Retirement-

The committee discussed flexible retirement regulations, clarifying that while the state pension age has increased to 66, 67, or 68 depending on individual circumstances, employees under the Local Government Pension Scheme can still opt for retirement from age 55. However, retiring early significantly reduces pension benefits, as the most substantial accrual typically occurs in the final working years. Members acknowledged the financial implications and timing considerations associated with early retirement.

There being no further business the meeting closed at 14:58

DRAFT



Internal Audit 2025/26

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

Auditors

Chris Harris – Lead Auditor

Darren Wright – Principal Auditor

Report Status

Draft Report Issued – 4th March 2026

Final Report Issued – 23rd March 2026

Draft Report Distribution

Amy Chamberlain-Hanger – Finance and
Admin Director

Daniel Withnall – Chief Executive

Final Report Distribution

Amy Chamberlain- Hanger – Finance and
Admin Director

Daniel Withnall – Chief Executive

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1 Executive Summary

1.1 Scope and Background of Audit

1.1.1 Internal Drainage Boards (IDBs) 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 an Annual Internal Audit report that prescribes some 14 Objectives for the internal auditor to test and comment upon.

The 2025/26 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 Following our detailed internal audit work we can report that the audit the governance, risk and control framework at Black Sluice IDB is in good order and working well.

One low priority recommendation has been made regarding purchasing quotes between £2k and £20k.

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. All key controls are in place and working effectively to ensure risks are managed. Some minor action may be required to improve controls.

The Drainage Board has low risk exposure.

1.4 Summary of Recommendations

High	Medium	Low	Total
0	0	1	0

2 Audit Findings & Recommendations

2.1 Governance

- 2.1.1 Four policy documents were reviewed in detail these were: Financial Regulations, Risk Management, Whistleblowing, Confidential Reporting Code and the Health & Safety Policy. Review of these policies confirmed that each included all relevant key sections/information. The Financial Regulations included a specific section for Reserves, negating the need for a separate Reserves Policy.
- 2.1.2 All policies had been reviewed in line with the IDB's recently approved Catalogue of Board Policies document. Whilst the Policies are not formally version controlled, it is acknowledged that each Policy title includes the date of last review/approval. All Policies were appropriately published on the IDB's website.
- 2.1.3 Our review also identified that the IDB has a separate Procurement Policy, last reviewed in November 2023 and is also published on the IDB website. This clearly sets out the procurement process to be followed for varying levels of expenditure. Whilst the Policy states that for expenditure between £2k and £20k quotes are to be obtained, it only states "where possible", and that "three quotes should be obtained in respect of equipment, materials and services". The current policy refers specifically to the three specific types of purchase as mentioned above which therefore excludes purchases not included in that list. As such a more generic term should be used to embrace any and all purchases in the £2k to £20k price band. In addition, any quotes received should be written quotes. **RECOMMENDATION 1.**
- 2.1.4 It is acknowledged the Financial Regulations/Procurement Policy will be updated to reflect the Procurement Act 2023, which came into effect 24th February 2025, once formal guidance is received from the ADA.
- 2.1.5 The following Board meetings/minutes were reviewed, 11 February 2025, 24 June 2025, 9 December 2025 and 10 February 2026. The minutes were clear and comprehensive and it was confirmed that all meetings were well attended. Agenda items included all expected key areas. Detailed discussion on each agenda item was clearly evident, together with submission of key information for review and approval obtained where required. Minutes of sub-committees i.e. Executive and Audit & Risk, were submitted to the Board for review and approval of relevant recommendations. All minutes had been appropriately published on the IDB's website.
- 2.1.6 Minutes of the latest Executive Committee meeting held on 21st January 2026 and published on the website were also reviewed. The meeting was well attended with no concerns regarding governance arrangements. The minutes were found to be very detailed in their content, clearly evidencing discussions held and proposed recommendations to the Board. Appropriate information/reports had been submitted to the Committee for detailed discussion and review.

- 2.1.7 Minutes of the latest Audit & Risk Committee meeting held 28 October 2025 and published on the website were also reviewed. The meeting was well attended, with no concerns regarding governance arrangements. The minutes were very detailed, clearly evidencing discussions held, approvals where appropriate and proposed recommendations to the Board. Appropriate information/reports had been submitted to the Committee for detailed discussion and review.
- 2.1.8 The Board published the unaudited draft financial statements and AGAR for 2024/25 on the website at the time of the internal audit in accordance with the relevant legislation. Documents were appropriately signed and approved by the Board.
- 2.1.9 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 & Audit Regulations.
- 2.1.10 The Board has complied with the publication requirements for 2024/25 AGAR.
- 2.1.11 A notice on the conclusion of the external auditor's limited assurance review of the AGAR, together with accompanying information, was published on the Board's website in accordance with the requirements of Regulation 16 of the Accounts and Audit Regulations 2015.

2.2 Risk

- 2.2.1 A comprehensive and well developed Risk Management Policy was evidenced. The policy incorporates a clear Risk Management Strategy Statement, detailed Risk Analysis and a maintained Risk Register. Review confirms it includes all expected key areas, with clearly defined procedures for the identification, evaluation and review of risks. It was confirmed that the Policy was approved by Board at their 24 June 2025 meeting, following detailed review and update by the Audit and Risk Committee on 15 April 2025. The policy was appropriately published on the Board's website.
- 2.2.2 The latest version of the Risk Register, updated in June 2025 was reviewed. The Register clearly sets out the individual risks to achieving each objective of the IDB. The likelihood and impact of each risk assessed, to identify its overall risk score, which is RAG rated.
- 2.2.3 Whilst the Board receives a summary version of the Risk Register for review and approval, it is acknowledged that a detailed and comprehensive examination is undertaken by the Audit and Risk Committee. This ensures that individual risks are effectively managed and appropriately controlled. The detailed report, submitted to the Audit & Risk Committee, alongside the Register, provides a thorough analysis of each identified risk, including the consequence of each, existing control measures, and any further actions/work required to strengthen mitigation moving forward.
- 2.2.4 Review of the Audit & Risk Committee and Board meeting minutes confirms effective risk management and monitoring arrangements are in place. Risks are discussed in

full by the Audit & Risk Committee with updates to the Risk Register and Risk Management Strategy, made as necessary. Risks with a score of six and above are regularly reported to the Board. 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 is presented to each Board meeting.

2.3 Financial (Internal Control Framework)

2.3.1 Confirmation of Accounting Records:

The Responsible Financial Officer (RFO) 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):

A selection of high value invoices from three different suppliers was reviewed in detail. These were all found to be in order.

There were two outstanding creditors beyond three months. These outstanding or overdue supplier payments were being investigated by the RFO and would be resolved shortly.

2.3.3 Budgetary Process including penny rate and precepts:

The Board approved the penny rate (Sub District 1 – 9.80p in the £ and Sub District 2 – 19.59p in the £) for 2025/26 at its meeting held on the 11 February 2025. 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 any unpaid debt in a timely manner. As at the 23 February 2026 there was an outstanding rates balance (debits and credits) of £17,240.97.

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.

The Chief Executive has 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.

It was noted that 10 year financial modelling meets all reserve targets, including maintaining general reserves between 3 and 12 months of expenditure and funding two consecutive wet years of electricity.

2.3.5 10 Year Forecast:

The Board operates with a 10 year financial forecast. This shows that rate increases in the order of 4.18% to 4.20% over the next 10 years are required to maintain a balanced budget and to keep general reserves at the required level.

2.3.6 Accounts Receivable (Debtors):

A small sample of general debtors accounts were examined and found to be in order. In addition, 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 were two aged debts beyond month three. There were being actively pursued by the RFO and are expected to be resolved shortly.

2.3.7 Petty Cash:

At the time of the audit, petty cash had been reconciled up to January 2026 with a balance of cash in hand at £52.99. 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 2025 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.

Final Action Plan

1. Purchasing		Risk	Priority	Recommendation	Management Actions
1.1	<p>Whilst the Policy states that for expenditure between £2k and £20k quotes are to be obtained, it only states "where possible", and that "three quotes should be obtained in respect of equipment, materials and services". The current policy refers specifically to the three specific types of purchase as mentioned above which therefore excludes purchases not included in that list. As such a more generic term should be used to embrace any and all purchases in the £2k to £20k price band. In addition, any quotes received should be written quotes.</p>	<p>An inability to demonstrate value for money or prevent fraud because procurement decisions are made without transparent, competitive or evidence quotes.</p>	<p>Low</p>	<p>A more generic term should be used to embrace all purchases within the range £2k to £20k and the quotations obtained should be written quotations.</p>	<p>This is to be investigated and a revision brought to the Audit & Risk meeting on 21st April 2026.</p> <p>Responsible officer: Daniel Withnall & Amy Chamberlain</p> <p>Implementation date: Revised document to be ready for the Audit & Risk Meeting Agenda to be sent out on 14th April 2026.</p>

Final Action Plan

Appendix A – Opinion and Recommendation Definitions

Assurance Opinions

Assurance Level	Definition
Substantial	<p>All key controls are in place and working effectively to ensure risks are managed. Some minor action may be required to improve controls.</p> <p>The Drainage Board has low risk exposure.</p>
Reasonable	<p>All key controls are in place and the majority of controls are being consistently applied to ensure risks are effectively managed. Some action may be required to improve controls.</p> <p>The Drainage Board has a low to medium exposure to risk.</p>
Limited	<p>Not all key controls are in place or working effectively to ensure the risks are managed. Action is required to improve controls.</p> <p>The Drainage Board has a medium to high exposure to risk.</p>
No	<p>Key controls are not in place in key areas or are ineffective to ensure the risks are managed effectively. Urgent action is required to improve controls.</p> <p>The Drainage Board has a high exposure to risk.</p>

If the assurance level is 'Limited' or 'No' this does not automatically confirm there is a high-risk recommendation.

Final Action Plan

Priority Ratings for Recommendations

Risk Level	Definition
High	<p>Action that is considered essential to ensure that the Drainage Board is not exposed to high levels of risk.</p> <p>If not addressed there will be major adverse impact on the achievement of the Drainage Boards objectives.</p>
Medium	<p>Action is considered necessary to avoid exposing the Drainage Board to medium levels of risk.</p> <p>If not addressed there will be significant impact on the achievement of the Drainage Boards objectives.</p>
Low	<p>Action is required to enhance control.</p> <p>If not addressed, it may impact on the ability of a system or unit to achieve its objectives.</p>
<p>Priority levels for recommendations reflect the relative risk to the Drainage Board, when considering the overall control environment and financial implications in relation to the potential for fraud or loss.</p> <p>These definitions are illustrative only and professional judgement is exercised when determining the priority rating of recommendations.</p>	

Internal Drainage Boards – Audit Programme
Internal Audit Year 2026/27

Name of Board:

Governance

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

<u>Name of Policy/Procedure</u>	<u>Date of approval</u>	<u>Outcome of examination</u>	<u>Recommendation</u>

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.

<u>Name of Board/Committee</u>	<u>Date of Meeting</u>	<u>Outcome of examination</u>	<u>Recommendation</u>

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.

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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

<u>Date of Asset Register</u>	<u>Description of Asset</u>	<u>How verified</u>

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.

<u>Bank account reconciled</u>	<u>Date of reconciliation</u>	<u>Approved</u>	<u>Comments</u>

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	A&R 21 April 2026
Board Approved	
Due for Review	Annually

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1. Purpose, Aims & Objectives
2. Accountabilities, Roles & Reporting Lines
3. Skills & Expertise
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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

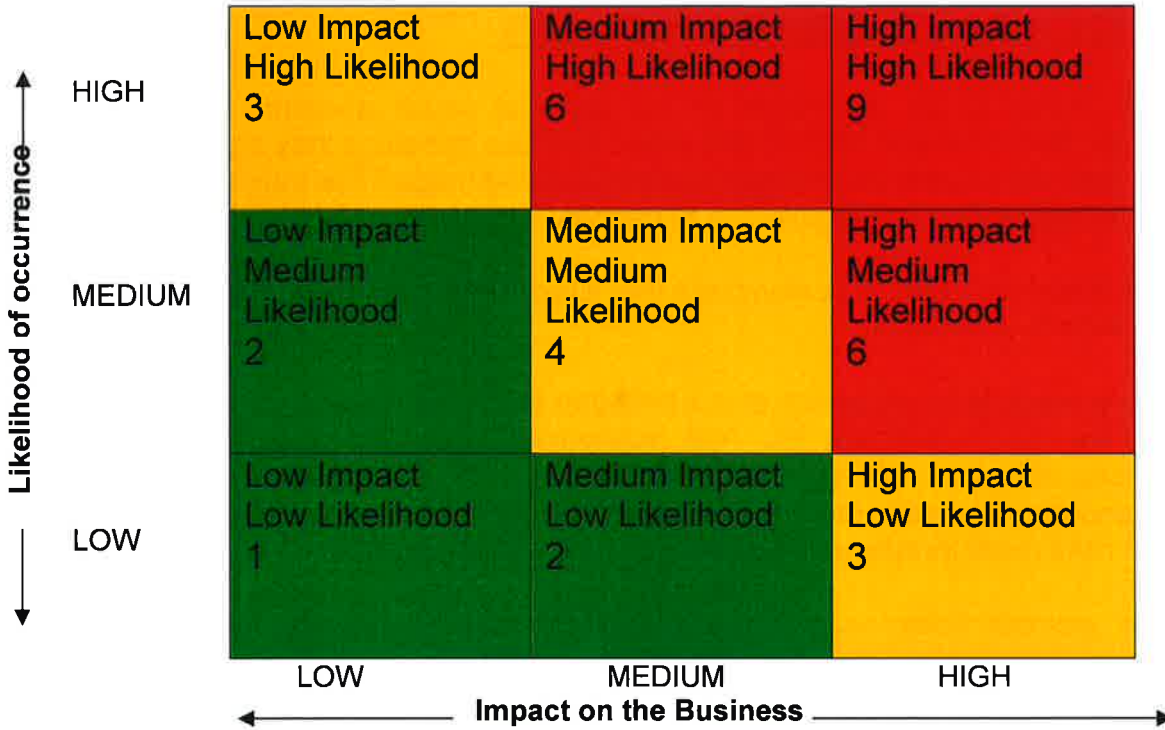
- 5.1 Risk needs to be addressed at the point at which decisions are being taken. Where Members and Officers are asked to make decisions they should be advised of the risks associated with recommendations being made. The training described in the preceding section will enable this to happen.
- 5.2 The 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



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 MP
Lobbying of Greater Lincolnshire Mayor

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. Baseline Report and Case for Change published and presented to MPs & Lords.
 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 2.95m. EA position is to only repair to previous levels to not move the flooding from future events elsewhere.
 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. Still waiting
~~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.~~
 Almost complete

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 refurbishment works is being developed with a long-term aim of completing full refurbishments of all pumping stations in priority order.
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. Whilst LLFA is supportive of this, they revert to the standard passing between RMA's by giving contact details.

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

Under Section 14A of the Land Drainage Act 1991 the Board has permissive powers to complete ~~drainage works to further drainage, reduce flood risk~~ "flood risk management work" ~~or to maintain and enhance the environment~~. The Board uses these permissive powers to pump water away from the Board's catchment. Section 14A does not impart a Statutory duty on the Board as confirmed in Riley v Black Sluice IDB in the County Court of Boston in March 2026.

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 **Station Manager** 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	MEDIUM	6

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, **where possible**
All watercourses are desilted on a regular **prioritised** 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

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

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.
 Aims for the General Reserve forecast to be met by 2030/31 therefore consider reducing likelihood? IDB Fund has improved the forecast considerably.
 Ongoing continuous liaison with Precept paying Councils

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
HIGH	MEDIUM	6
HIGH	LOW	3

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~~
New personalised and targeted Biodiversity Action Plan developed for adoption in 2026.
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 (£500k 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
LOW	LOW	1

5.4 Risk of Inadequacy of Internal Checks

Consequence: Risk of incorrect payments being made

How risk is managed: All items resulting in payments being made by the Board are checked before being processed
All Payments made through the Board's Bank Accounts are authorised by two authorised signatories as per the Financial Regulations
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	LOW	1

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: **Ongoing training for managers/directors**
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: **Special Interest Group set up and lobbying government for a different method of funding for IDB's in relation to special levies from councils which makes up over 50% of the Boards guaranteed income.**
Local Government Reorganisation expected to abolish District/Borough Councils in favour of Unitary Authorities which could disrupt Special Levy income.
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.
Targets forecast to be met by 2030/31.

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
LOW	LOW	1
MEDIUM	LOW	2

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

Further work: Monitoring developments with unitary devolution and establishment of the mayoral authority.

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
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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. **Pumping Stations upgraded to 4G/5G system with Radio only a backup.**
 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

How risk is managed: Fibre to Premises (FTTP) and backup Fibre to cabinet (FTTC) with different providers.
Contribution to Directors & Pumping Station Manager to maintain internet connection at home for Emergency working.

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 inc. Risk of Virus being introduced to Network

Consequence: All computers and information inaccessible
Risk of Data Protection Breach
Security of Information
Malicious damage to hardware and information by various types of virus

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
Hard Firewall installed to prevent unauthorised person introducing virus
Emails filtered off site by Microsoft 365 Spam Filtering to reduce likelihood of malicious attachments
Cyber Insurance Policy arranged from 2025.

Potential Impact of Risk	Potential likelihood of Risk	Risk Level
HIGH	MEDIUM	6
HIGH	LOW	3

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
HIGH	LOW	3

8.7 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
LOW	LOW	1

8.8 Risk of Loss of Rating Records

All of the Board's physical records are retained in locked filing cabinets in the Board's Offices. The digital records are kept on the main server in the communications room, for mapping records, and on Water Management Alliance's (WMA) Server for billing records, as they provide the maintained software.

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 and managed by WMA.

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

Black Sluice Internal Drainage Board

Policy No: 4

Procurement Policy

Review Dates:

A&R Reviewed	21 April 2026
Board Approved	

1 INTRODUCTION

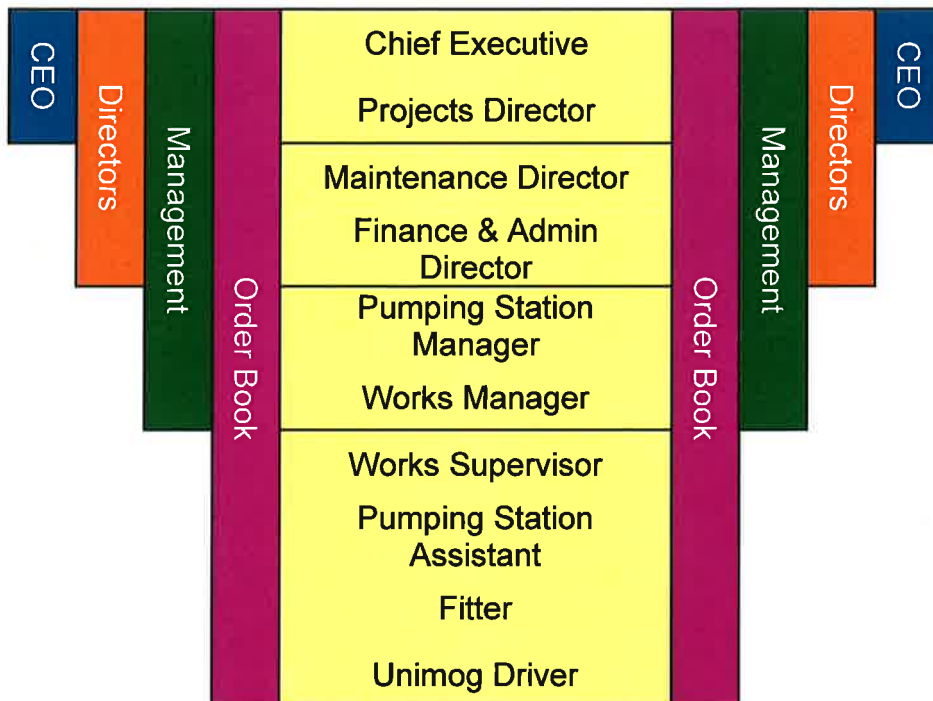
The Board approve an annual budget in February for all expenditure by the Board. Items of expenditure are discussed and approved by the Executive Committee, the Works Committees and the Board.

There has been a culture of the Board approving major items of expenditure which brings with it value for money.

2 THE PROCUREMENT PROCESS

Whatever the cost of an item or service that the Board purchases the following process is followed through to payment of that item: -

- 2.1 A Board order form must always be completed for any purchase made by the Board, except for purchases made using the internet or for items purchased by the Woldmarsh Group.
- 2.2 The following people are authorised to be issued with order books:



- 2.3 The order form should be filled out at the time of order and signed by the person who is organising the order and countersigned as required.
- 2.4 The order is given to the supplier with, where possible, the agreed price of the item or service, **or estimate where not possible.**
- 2.5 The green copy of the order form is given to the Finance Assistant. If additional quotations for the goods have been obtained, then these should be noted on this copy.
- 2.6 When a delivery note is obtained this should be given to the Finance Assistant.
- 2.7 When the Finance Assistant receives an invoice for the goods they are to attach the order and the delivery note to this.
- 2.8 The invoice is approved by **a Director** before payment is made.
- 2.9 A report is made to every Board Meeting of the invoices paid by the Board.

3 BASIS OF PROCUREMENT POLICY

- 3.1 The policy sets out guidelines for procurement for four bands of expenditure:-
 - **Greater than £25,000**
 - **Between £5,000 and £25,000**
 - **Between £2,500 and £5,000**
 - **Between £1,000 and £2,500**
 - **Below £1,000**
- 3.2 The Policy for Delegation of Authority gives the following authorities:
 - (a) Executive Committee to approve any item of expenditure up to a value of **£50,000**.
 - (b) The Chief Executive or Projects Director to approve expenditure up to a value of **£25,000** which is included in annual estimates and regular budgeted expenditure (e.g. electricity) in excess of **£25,000**.

4 PROCUREMENT POLICY

4.1 Items with a value greater than £25,000

These items will typically be:

- Large items of plant
- Machinery and electrical equipment for pumping stations
- Substantial repair contracts
- Large contracts
- Insurance policies

- (a) **Authorisation:** These items will be included in the annual budgeted expenditure and through this method the expenditure will be approved by the Board.
- (b) **Quotes:** Three **written** quotations **are to** be obtained and the lowest bona fide quotation should be accepted, should less than three quotations be obtained or other than the lowest is to be accepted, then the matter should be referred to the Executive Committee, by email, **and evidenced on the office copy of the order and quotes filed with the invoice.**
- (c) **Exceptions:** In the case of an emergency where it is not possible to obtain alternative quotations the Chairperson or the Vice Chairperson of the Board shall authorise the purchase.

Some monthly utility payments, particularly electricity bills, will be included in this category. These payments will be approved by the Chief Executive or their deputy.

Where the Board has a specific preferred brand, with a single supplier, the requirement for more than one quotation will be negated to allow full compatibility. E.g. Electrical Panels in pumping stations, pump motors, environmental hydraulic oil, weedscreen cleaners.

4.2 Items between £5,000 and £25,000

These items will typically be:

- Items of new plant
- Large repairs to plant
- Monthly payments to electricity companies.
- Large amounts of pipes, steel piles and other materials for stock

- (a) **Authorisation:** This level of Procurement will be authorised by the CEO or their deputy.
- (b) **Quotes** A minimum of 3 written quotations are to be obtained. This is to be detailed on the office copy of the order and quotes filed with the invoice.
- (c) **Exceptions:** This will only be relaxed in an emergency situation or if other alternative providers are not available

Repairs of plant and pumping station equipment need to be progressed without delay and will normally be carried out by contractors or suppliers who regularly carry out work for the Board.

Plant and Machinery are to be serviced by the main dealer they were bought from.

Where the Board has a specific preferred brand, with a single supplier, the requirement for more than one quotation will be negated to allow full compatibility. E.g. Electrical Panels in pumping stations, pump motors, environmental hydraulic oil, weedscreen cleaners.

4.3 Items between **£2,500** and **£5,000**

These items will typically be:

- Repairs to plant
- Repairs to equipment at pumping stations
- Purchase of pipes, steel sheet piles and other construction equipment for stock.
- Consultancy services
- Contracts for maintenance works

(a) Authorisation: This level of Procurement will be authorised by a Director.

(b) Quotes: A minimum of 3 written quotes are to be obtained. This is to be detailed on the office copy of the order and quotes filed with the invoice.

(c) Exceptions: This will only be relaxed in an emergency situation or if other alternative providers are not available.

Repairs of plant and pumping station equipment need to be progressed without delay and will normally be carried out by contractors or suppliers who regularly carry out work for the Board.

Plant and Machinery are to be serviced by the main dealer they were bought from.

Where the Board has a specific preferred brand, with a single supplier, the requirement for more than one quotation will be negated to allow full compatibility. E.g. Electrical Panels in pumping stations, pump motors, environmental hydraulic oil, weedscreen cleaners.

4.4 Items between **£1,000** and **£2,500**

These items will typically be:

- Purchase of small items of plant
- **Servicing of Plant and Equipment**
- Hire of plant and machinery
- Repairs to plant and machinery
- Purchase of spare parts for machinery
- Material for construction
- Computers and office equipment

(a) Authorisation: This level of procurement will be authorised by a member of the Management Team

(b) Quotes: A minimum of 3 quotes are to be obtained. This is to be detailed on the office copy of the order.

(c) Exceptions: It is accepted that unexpected purchases required to complete works on site or emergency repairs will be purchased from the most appropriate local supplier, and this is to be noted on the office copy of the order.

4.5 Items below £1,000

These items or services are typically spare parts for machinery, office materials and other similar goods.

(a) Authorisation: Anyone authorised to hold an order book.

(b) Quotes: Value for money will be achieved by obtaining at least one other quotation or by comparing the price with previous purchases of similar goods or services. This is to be detailed on the office copy of the order.

(c) Exceptions: It is accepted that unexpected purchases required to complete works on site or emergency repairs will be purchased from the most appropriate local supplier, and this is to be noted on the office copies of the order.

5 ITEMS PURCHASED BY CREDIT CARD

5.1 Credit cards have been issued to the Chief Executive, Projects Director, Maintenance Director, and Finance and Admin Director for use in purchasing goods and services for the Board.

5.2 Payments made by credit card will be reviewed by the Chief Executive on a receipt of the card statements. Projects Director to review the Chief Executive's. Receipts for all payments are to be reconciled to the statements and no one officer should review their own expenditure.

5.3 These purchases will be subject to the same guidelines as normal purchases, whenever possible.

6 ITEMS PURCHASED BY WOLDMARSH GROUP

6.1 The Board is a member of the Woldmarsh Buying Group which works on behalf of its members to procure goods and services at preferential prices.

6.2 If goods or services are required a member of staff, authorised in para 2.2 above to be issued an order book, will contact Woldmarsh who will procure the items on behalf of the Board within the authorised limits for the individual. An official Board order form will be completed as above to include the agreed prices and the analysis for the accounts.

6.3 As soon as Woldmarsh have completed an order to the suppliers a confirmation of the order is sent to the Chief Executive, Projects Director, Maintenance Director and Finance and Admin Director for review and oversight.

6.4 Woldmarsh submit an invoice for payment once per month for all of the goods and services purchased for the Board, analysis of this invoice is to be reported to the Board at each meeting.

7 SCAPE ACCESS AGREEMENT FOR THE PUBLIC SECTOR

- 7.1 The Board has signed up to a Scape Access Agreement. The Agreement sets out the rules which govern how the authority may use the framework and details the responsibilities undertaken by Scape and the authority.

Full details of an Access Agreement can be found at Appendix 1 (Scape Access Agreement for the Public Sector Compliance and Guidance Note).

8 SUMMARY

- 8.1 The above policy is not exhaustive and is written as a guide to the appropriate level of authorisation for the level of procurement required.
- 8.2 Members of staff should always liaise with members of the management team to ensure that procurement of materials and services give satisfactory value for money.
- 8.3 Staff should look for every opportunity to make bulk purchases with other authorities to achieve additional value for money.
- 8.4 Consideration is always to be given in relation to maintaining expenditure within budgets. If budgets have been, or are likely to be, exceeded for a particular scheme or general maintenance then the authorisation of the Chief Executive Officer or the Projects Director to be sought before the order is placed.

INTRODUCTION

Public sector bodies (such as local authorities, central government departments, NHS trusts, schools and other educational establishments which are majority public funded) must comply with public procurement rules when they enter into contracts for supplies, works or services. The overall rules post Brexit for England, Wales and Northern Ireland are currently set out in the Public Contracts Regulations 2015; in Scotland, the Public Contracts (Scotland) Regulations 2015.

The rules mean that to discharge their transparency obligations, public sector bodies (contracting authorities) must advertise on the UK Government's "Find a Tender Service" (FTS) when they want to contract with a provider for works, goods or services and the value of that contract is above a specified value. There are strict procedures with which contracting authorities must comply when choosing a provider.

However, the rules do allow for a contracting authority to go through a procurement process to choose one or more providers to provide supplies, works or services on a framework. In other words, the procurement process is not to choose a provider for a specific project: It is to choose providers with the required levels of experience, quality and financial standards and who provide the best value (in terms of how they meet the specifications that will be required for projects under the framework and price).

When the contracting authority needs a provider for a specific project of a type covered by the framework, it can choose a provider on that framework for the project without having to carry out a full procurement process. It can call off the works/services required under the Framework Agreement.

The rules also provide that a contracting authority can act as a central purchasing body by entering into Framework Agreements which can be used by other contracting authorities.

Scape has procured and entered into a number of Framework Agreements. Contracting authorities are able, in principle, to use Scape's Framework Agreements to call off works/services from the framework providers.

Each Framework Agreement (which is entered into by Scape and the framework provider) sets out the rules for operating the relevant framework, as between Scape and the framework provider.

The framework provider enters into an individual project agreement with each contracting authority which wants to engage that provider to carry out works/services on a specific project. There is a "model" format of the delivery agreement set out in each Framework Agreement.

WHAT IS AN ACCESS AGREEMENT?

An Access Agreement is entered into by Scape and each contracting authority wanting to use a Scape framework. The Agreement sets out the rules which govern how the authority may use the framework and details the responsibilities undertaken by Scape and the authority.

WHAT DOES THE ACCESS AGREEMENT INVOLVE?

In summary, the Access Agreement sets out:

- The procedure the client must use if it wants to call off services under a Framework Agreement;
- What information Scape will provide to the client;
- The reporting information the client must provide to Scape if it calls off services under a Framework Agreement;
- How the Scape fee charged to the framework provider works;
- Warranties from each party;
- Limits on each party's liability;
- Confidentiality obligations;

The term of the Access Agreement and how it can be terminated by either party;

Various standard provisions (e.g. the governing law of the agreement, the way in which the parties communicate with each other).



WHY DO YOU NEED TO SIGN AN ACCESS AGREEMENT?

Once signed, the Access Agreement enables access to any of Scape's frameworks and you will receive detailed information about the frameworks and how to use them. The Access Agreement only needs to be signed once on behalf of an organisation and it carries no cost.

There is no commitment or obligation to use Scape's Frameworks once an Access Agreement has been signed. Signing an Access Agreement does not prohibit you from procuring a contract through any other route.

WHAT HAPPENS NEXT?

A representative from Scape, or the delivery partner (framework provider) you have selected, will contact you to discuss your requirements. They will provide you with information regarding the framework and processes, Project Request Form, Project Order Form and Delivery Agreement, together with supporting information about the NEC contracts, which are incorporated into Delivery Agreements.

[For the public sector | Access Agreement guidance note](#)

FREQUENTLY ASKED QUESTIONS

WHO DELIVERS SCAPE FRAMEWORKS?

Frameworks are available in all areas of England, Scotland, Wales and Northern Ireland. They are all delivered by our delivery partner(s) who are experts in their field and have been awarded their Framework Agreement following a competitive tender. Our delivery partner(s) form strong regional teams to focus on local delivery from within the community.

Learn more about our frameworks: [www.scape.co.uk/for-the-public-](http://www.scape.co.uk/for-the-public-sector)

[sector](#) WHO DO WE WORK FOR?

Frameworks are available to every kind of public body. If you are a local authority, school, academy, college, university, blue light service, NHS organisation, armed force or substantially funded by the public purse, you can benefit with Scape.

WHY USE SCAPE?

For over a decade, we have developed and managed highly successful frameworks. By bringing together the strongest delivery teams, Scape achieves measurable time, cost, quality and community benefits on every project. We have shaped an environment of collaboration and innovation, directly supporting our clients' need to achieve the highest possible standards.



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Black Sluice IDB Procurement Policy Review

	Below £1,000	Between £1,000 & £2,500	Between £2,500 & £5,000	Between £5,000 & £25,000	Greater than £25,000
Delegated Authority	Authorised to have Order Book (a) Chief Executive (b) Projects Director (c) Maintenance Director (d) Finance & Admin Director (e) Pumping Station Manager (f) Works Manager (g) Works Supervisor (g) Pumping Station Assistant (h) Fitter (i) Unimog Driver	Management Team (a) Chief Executive (b) Projects Director (c) Maintenance Director (d) Finance & Admin Director (e) Pumping Station Manager (f) Works Manager	Directors (a) Chief Executive (b) Projects Director (c) Maintenance Director (d) Finance & Admin Director	CEO or Deputy CEO Chief Executive or Projects Director	Board or Executive Committee These items will be included in the annual budgeted expenditure and through this method the expenditure will be approved by the Board.
Examples of purchases	These items or services are typically spare parts for machinery, office materials and other similar goods.	<ul style="list-style-type: none"> • Purchase of small items of plant • Servicing of Plant and Equipment • Hire of plant and machinery • Repairs to plant and machinery • Purchase of spare parts for machinery • Material for construction materials. • Computers and office equipment 	<ul style="list-style-type: none"> • Repairs to plant • Repairs to equipment at pumping stations • Purchase of pipes, steel sheet piles and other construction equipment for stock. • Consultancy services • Contracts for maintenance works 	<ul style="list-style-type: none"> • Items of new plant • Large repairs to plant • Monthly payments to electricity companies. • Large amounts of pipes, steel piles and other materials for stock 	<ul style="list-style-type: none"> • Large items of plant • Machinery and electrical equipment for pumping stations • Substantial repair contracts • Large contracts • Insurance policies
Quotation / Tender Process	Value for money will be achieved by obtaining at least one other quotation or by comparing the price with previous purchases of similar goods or services. This is to be detailed on the office copy of the order.	A minimum of 3 quotes are to be obtained. This is to be detailed on the office copy of the order.	A minimum of 3 written quotations are to be obtained. This is to be detailed on the office copy of the order and quotes filed with the invoice.	A minimum of 3 written quotations are to be obtained. This is to be detailed on the office copy of the order and quotes filed with the invoice.	Three written quotations are to be obtained and the lowest bona fide quotation should be accepted, should less than three quotations be obtained or other than the lowest is to be accepted, then the matter should be referred to the Executive Committee, by email, and evidenced on the office copy of the order and quotes filed with the invoice.
Exceptions	It is accepted that unexpected purchases required to complete works on site or emergency repairs will be purchased from the most appropriate local supplier, and this is to be noted on the office copy of the order.	It is accepted that unexpected purchases required to complete works on site or emergency repairs will be purchased from the most appropriate local supplier, and this is to be noted on the office copy of the order.	This will only be relaxed in an emergency situation or if other alternative providers are not available Repairs of plant and pumping station equipment need to be progressed without delay and will normally be carried out by contractors or suppliers who regularly carry out work for the Board. Plant and Machinery are to be serviced by the main dealer they were bought from. Where the Board has a specific preferred brand, with a single supplier, the requirement for more than one quotation will be negated to allow full compatibility. E.g. Electrical Panels in pumping stations, pump motors, environmental hydraulic oil, weedscreen cleaners.	This will only be relaxed in an emergency situation or if other alternative providers are not available Repairs of plant and pumping station equipment need to be progressed without delay and will normally be carried out by contractors or suppliers who regularly carry out work for the Board. Plant and Machinery are to be serviced by the main dealer they were bought from. Where the Board has a specific preferred brand, with a single supplier, the requirement for more than one quotation will be negated to allow full compatibility. E.g. Electrical Panels in pumping stations, pump motors, environmental hydraulic oil, weedscreen cleaners.	In the case of an emergency where it is not possible to obtain alternative quotations the Chairperson or the Vice Chairperson of the Board shall authorise the purchase. Some monthly utility payments, particularly electricity bills, will be included in this category. These payments will be approved by the Chief Executive or their deputy. Where the Board has a specific preferred brand, with a single supplier, the requirement for more than one quotation will be negated to allow full compatibility. E.g. Electrical Panels in pumping stations, pump motors, environmental hydraulic oil, weedscreen cleaners.

Black Sluice Internal Drainage Board

Policy No: 10

Delegation of Authority Policy

Review Dates:

Reviewed	Audit & Risk Committee 30 April 2024
Board Approved	11 June 2024

DELEGATION OF AUTHORITY TO COMMITTEES

Executive Committee

1. Approve salary levels for members of staff.
2. Recruitment of Senior Officers.
3. Set levels of rents for Board's property and land.
4. Approve awards of large contracts following tender or quotation submission.
5. Approve orders for plant expenditure in excess of **£25,000** within annual budget estimate.
6. Approve any changes to the investment portfolios of the Board and Bourne Fen Farm Account.
7. Any formal consent which requires determination before the next Board Meeting, which officers cannot approve.
8. Approve any item of expenditure up to a value of £50,000.

Minutes of all actions taken by the Executive Committee should be presented to the following meeting of the Board

Works Committees

1. Any formal consent which requires determination before the next Board Meeting which officers cannot approve.
2. Approve any individual works or scheme up to a value of £25,000.

Minutes of all actions taken by the Works Committees should be presented to the following meeting of the Board.

Structures Committee

1. Determine applications for the renewal of Bridges and Culverts and the level of any contribution required from the ratepayer

Minutes of all actions taken by the Bridges & Culverts Committee should be presented to the following meeting of the Board.

Environment Committee

1. Approve expenditure of the Environmental budgets to the level set in the annual budgets.

Minutes of all actions taken by the Environment Committee should be presented to the following meeting of the Board.

Audit & Risk Committee

1. To investigate any activity within its responsibilities
2. 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
3. To obtain outside legal or independent professional advice, and secure the attendance of outsiders with relevant experience and expertise if it consider this necessary

Minutes of all actions taken by the Audit & Risk Committee should be presented to the following meeting of the Board.

Nominations Committee

1. Prepare nominations for approval of the Board in the Board meeting following an election and any vacancies mid-term.

Minutes of all actions taken by the Nominations Committee should be presented to the following meeting of the Board.

DELEGATION OF AUTHORITY TO BOARD MEMBERS AND OFFICERS

Chairperson of the Board

1. Sign agreements on behalf of the Board.
2. Negotiate purchases and sales on behalf of the Board.
3. Approve expenditure and arrangements for inspections, meetings, visits and other similar items.
4. Setting the agenda, type and tone of the Board discussions and chairing Board meetings, to promote effective decision making and constructive debate;
5. Providing leadership to the Board;
6. Taking responsibility for the Board's composition and development;
7. Ensuring proper information is made available to the Board;
8. Planning and conducting Board meetings effectively;
9. Getting all Board members involved in the Board's work;
10. Promoting effective relationships and open communication, both inside and outside the Boardroom, between the non-executive Board members and the Executive Committee;
11. Overseeing the induction and development of Board members;
12. Ensuring the Board focuses on its key tasks;
13. Engaging the Board in assessing and improving its performance;
14. Ensuring effective implementation of Board decisions;
15. Establishing a close relationship of trust with the Chief Executive and Directors, providing support and advice, while respecting executive responsibility;
16. Representing the Board and presenting the Board's aims and policies to the outside world;
17. Understanding the views of ratepayers, contributing councils and key stakeholders and ensuring that effective lines of communication exist with the board;
18. Ensuring that the Board engages effectively with the community they represent;

19. Ensuring Board compliance with legislative and Governance requirements;
20. Reviewing value for money and setting benchmark targets.
21. Approve discretionary payments to employees over the overtime limit.

Chairpersons of Works Committees

1. Approve minor works.
2. Approve consents for relaxing Bye-Laws:
 - Relaxation to 4.5 metres from the centre line when a watercourse is piped.
 - Relaxation to 6.0 metres if a clear strip of land is left clear adjacent to the watercourse for the sole use of the Board.
 - Relaxation to allow bushes to be planted 4.5 metres and trees 6.0 metres from the brink of a small or medium sized drain.

Chief Executive

1. Day to day operation of the Board.
2. Recruitment of staff and workforce.
3. Approve expenditure up to a value of £25,000 on maintenance of plant and items which are included in annual estimates, and regular budgeted expenditure (e.g. Electricity) in excess of £25,000.
4. Sign Board cheques and instructions to the bank with the Finance and Admin Director, with the Capital Projects Director and/or the Maintenance Director if required.
5. Sign agreements and consents on behalf of the Board as set out in the Board's policies.
6. Delivering the operational performance of the IDB, as dictated by the Board's overall strategy;
7. Formulating and successfully implementing Board policy;
8. Developing strategic operating plans that reflect the longer term corporate objectives and priorities established by the Board;
9. Maintaining an ongoing dialogue with the Chairperson of the Board;
10. Ensuring that the operating objectives and standards of performance are not only understood but owned by the management and other employees;
11. Providing leadership to the management and employees;
12. Assuming full accountability to the Board for all IDB operations;
13. Building and maintaining an effective executive management;
14. Deriving and delivering improved value for money.
15. Closely monitoring the operating and financial results against plans and budgets;
16. Taking remedial action where necessary and informing the Board of significant changes;
17. Representing the IDB at meetings with major ratepayers contributing councils, professional associations and key stakeholders;
18. Advising the Board on changes in legislation or regulations that affect the operation of the Board;
19. Arranging for the review and audit of the IDB processes and procedures.
20. Responsible Financial Officer. Section 151 of the Local Government Act 1972.
21. Board's Data Protection Officer, as per the Data Protection Act 2018.
22. Approve the write-off of Drainage Rates up to a value of £250.
23. Approve the investment of Board funds in accordance with the Board's Financial Regulations.

Directors (Projects, Finance and Admin, Maintenance)

1. Capital Projects Director only: Approve expenditure up to a value of £25,000 on maintenance of plant and items which are included in annual estimates, and regular budgeted expenditure (e.g. Electricity) in excess of £25,000.
Other Directors: Regular purchases of equipment, materials and services agreed in a scheme of work or for maintenance operations within budgets up to £25,000.
2. Sign Board cheques and instructions to the bank with the Chief Executive.
3. Ensuring that adequate operational planning and financial control systems are in place;
 - (a) Closely monitoring the operating and financial results against plans and budgets;
 - (b) Taking remedial action where necessary and informing the Chief Executive, who will inform the Board of significant changes;
4. Representing the IDB at meetings with major ratepayers contributing councils, professional associations and key stakeholders;
5. Advising the Board on changes in legislation or regulations that affect the operation of the Board;
6. Sign agreements on behalf of the Board as set out in the Boards policies.

**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	High	Low	3		
	1.1	(a) Coastal flooding from failure or overtopping of defences	High	Medium	6		
	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	Medium	Low	2		
	1.2	(d) Flooding from sewers or riparian watercourses	Medium	Medium	4		
	1.3	Risk of loss of reputation or being found negligent due to Emergency Actions	High	Low	3		
	1.4	Loss of Electrical Supply	High	Medium	6		Maintenance
	1.5	Risk of failure of Board's Pumping Stations	Medium	Medium	4		Maintenance
	1.6	Board Watercourses being unable to convey water	Medium	Low	2		Training
	1.7	Operating machinery to maintain watercourses	Medium	Low	2		
	1.8	Claims from third parties for damage to property or injury	Medium	Low	2		
	To conserve and enhance the environment wherever practical and possible to ensure there is no net loss of biodiversity.	1.9	Third Parties damage to Board maintained assets	Medium	Low	2	
1.10		Unplanned loss of senior staff	Medium	Medium	4		
1.11		Insufficient finance to carry out works	Low	Medium	3		
1.12		Reduction in staff performance	Medium	Low	2		
2.1		Insufficient staff resources	Medium	Low	2		Review
2.2		Prosecution for not adhering to environmental legislation	Medium	Low	2		BAP
3.1		Non delivery of objectives	Low	Low	1		BAP
3.2		Emergency Plan inadequate or not up to date	Low	Low	1		Review
3.3		Insufficient resources (Staff and Equipment)	Medium	Low	2		Review
4.1		Critical Incident loss of office	High	Low	3	None	
4.2		Injury to staff and subsequent claims and losses	Medium	Low	2		Training
To provide a safe and fulfilling working environment for staff.		5.1	Not complying with Health and Safety legislation	High	Low	3	
	5.2	Loss of cash	Low	Low	1		
	5.3	Loss of money invested in building societies, banks and managed funds	High	Low	3	None	
	5.4	Fraud by senior officers	Low	Low	1	None	
	5.5	Inadequacy of Internal Checks	Medium	Low	2		
	6.1	Fraudulent use of credit cards	Low	Low	1		
	6.2	Board Members in making decisions	Low	Low	1		
	7.1	Not complying with all employment regulations and laws	Medium	Low	2		
	7.2	Collecting insufficient income to fund expenditure	Low	Low	1		Accounts
	8.1	IDB abolished or taken over	Low	Low	1		
	8.2	Loss of telemetry	Medium	Low	2		Maintenance
	To ensure that all actions taken by the Board comply with all current UK and EU legislation	8.3	Loss of telephone Communications	Low	Low	1	
8.4		Loss of Internet Connection	Medium	Low	2		
8.5		Network Failure	High	Low	3		
8.6		Breach in Cyber Security inc. risk of virus being introduced to network	High	Medium	6		
8.7		Network Security Breach	High	Low	3		
8.8		Loss of accounting records	Low	Low	1	None	
8.8		Loss of rating records	Low	Low	1	None	

CATALOGUE OF BOARD POLICIES

	Review Period / Years	To be reviewed																						
		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	Sep-29	Apr-30	Sep-30		
Management Accounts	3	✓													✓									
Annual Accounts	3		✓													✓								
A. Policy Statement Water Level & Flood Risk Management	5					✓											✓							
B. BSIDB Byelaws	5		✓																					
1 Risk Management Strategy, Policy & Analysis	1		✓			✓																		
2 Risk Register	N/A																							
3 Financial Regulations	3		✓			✓																		
4 Procurement Policy	3		✓			✓																		
5 Investment Strategy	5					✓																		
6 Insurance Arrangements	3		✓			✓																		
7 H&S Policy (50 pages)	3					✓																		
7a Black Sluice IDB H&S Booklet	3					Not previously reviewed by Board																		
8 Relaxation of Board Byelaw No 10 (the 9m byelaw)	N/A		✓			Not previously reviewed by Board																		
9 Structures Replacement	N/A																							
10 Delegation of Authority	3					✓																		
11 Biodiversity Action Plan	N/A																							
12 Standing Orders	N/A																							
13 Emergency Flood Response Plan	5																							
14 Complaints Procedure	5																							
15 Employees Code of Conduct	5					✓																		
16 Fraud and Corruption	5					✓																		
17 Members Code of Conduct	5																							
18 Whistle Blowing Confidential Reporting Code	5																							
19 Anti Bribery	5																							
20 Officers Car Loan	5					✓																		
26 Young Persons Safety at Work policy	5																							
27 Control of Ragwort	N/A																							
28 Land Drains discharging into Board Maintained Watercourses	5																							
29 Control of Rabbits, Rats & other Rodents	5																							
30 Pension Discretion LPF 2014	3					✓																		
31 Publication Scheme	5																							
32 Data Protection	5																							
33 Smoking Policy	5																							
34 Gift and Hospitality	5																							
35 Fire Management Plan	5																							
39 Wearing of seat belts in Boards vehicles	5																							
40 Commercial Works	5																							
41 Public Sector Co-operation Agreement	5																							
42 Near Miss Reporting	5																							
43 Electronic Information and Communication Systems	5																							
44 Development Control Charges and Fees Policy	5																							
45 Mobile Phones & Devices	5																							
46 Crop Loss Compensation	5																							
48 Substance and Alcohol Misuse	5																							
49 Health and Wellbeing	5																							
50 Sickness absence management	5																							
51 Drone Flying	5																							
52 Biosecurity	N/A																							

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