LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD

Executive Committee Meeting

Wednesday 25th June 2025

Lower Severn IDB Office/Hybrid
10:30am

Waterside Buildings
Oldbury Naite, Thornbury
South Glos, BS35 1RF

T: 01454 413340
E: admin@lowersevernidb.org.uk
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LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD

TERMS OF REFERENCE OF THE EXECUTIVE COMMITTEE

Approved 6th November 2024
Minute 3613

Matters for determination by the Executive Committee
Policy & Guidelines

1. Purpose

The purpose of the Executive Committee is to undertake delegated tasks from the LSIDB Board including for key and immediate decisions from LSIDB's Current Sub Committee's:

The development and implementation of strategy, operational plans, policies, procedures and budgets;

- the monitoring of operating and financial performance of the Revenue Budget;
- the monitoring of operating and financial performance of the Capital Programme;
- the assessment and control of risk;
- the prioritisation and allocation of resources.

2. Membership

The Executive Committee will be made up of 6 members being, the Chair, Vice Chair, Committee Chairs, Programme Board Chair, plus additional member(s) that would be required to make up the full membership. Also, normally the Chief Executive Officer or his/her representative, unless the meeting is deemed part or wholly closed on occasion. Key Officers of the LSIDB will be invited as required. The committee shall appoint a Chair from among its members.

3. Meetings

The Executive Committee should meet on a monthly basis with prepared agendas of items for discussion. A quorum of three Members is required. Officers will be invited as required. The CEO or other LSIDB Officer will act as secretary and take actions of the meetings. The

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actions of the meetings will be circulated at the LSIDB's Board Meetings, and the Chief Executive Officer will present a written report after each meeting which will be emailed out to all Board members.

4. Duties

(i) Management

- The successful execution of strategy.
- Recommending objectives and strategy for the LSIDB in the development of the Boards operations.
- Identifying new opportunities, Capital Investment Projects if approved, outside the current core activities.
- Reviewing the organisation structure of the LSIDB and making recommendations for change.
- Implementing policies relating to health and safety, environment, treasury and statutory social responsibility.
- Ensuring the control, co-ordination and monitoring of risk and internal controls.
- Ensuring compliance with relevant legislation and regulations.
- Prosecution, defence or settlement of litigation.
- Ensuring appropriate levels of authority are delegated to LSIDB officers throughout the LSIDB's Annual Planning and delivery of Operations.
- Review of the LSIDB's budgets and five-year plan to the LSIDB's Board and, following their approval, the achievement of the budgets and plans.
- Approval of unbudgeted capital expenditure between £10k and £25k, and the Identification of the necessary funds when making these approvals. Reporting to the Board at the earliest opportunity, per the financial regulations.
- Renewal of banking facilities and arrangements for treasury management per the financial regulations.
- Adherence to other Financial Regulations when authorising procurement, write offs, the sale of assets, appointment of internal auditor, and review/updates.

(iii) Statutory IDB Governance

The Committee shall conduct an annual review of its work and terms of reference and an assessment of its own effectiveness and make recommendations to the LSIDB's Board.

Lower Severn IDB

MISSION STATEMENT

We provide land drainage, flood risk management and surface water management to achieve safe, prosperous communities that enjoy the amenity and biodiversity benefits of the water environment.

Executive Committee

Members: Mr M Barnes (Chair), Mr R Godwin, Mr J Hore, Cllr M Riddle (Vice Chair), Mr G Simms

NB The quorum for this meeting is 3 Members

Wednesday 25 June 2025 @ 10.30am, Lower Severn IDB Offices/Hybrid

AGENDA

Committees Terms of Reference are included for Members' information

Item		Page No/Doc.	Lead
1.	**Apologies/Welcome**		Chair
2.	**Declaration of Members' Interest**		Chair
3.	**Comments on brought forward Actions**	Page 1	GT
4.	**Comments on SLT Reports**	Page 2-7	Chair
5.	**June Board Meeting Outcome - Actions**	Page 8-9	GT
6.	**Minutes for Committee meetings to be reinstated**	Discussion	MR/GT
7.	**Succession planning in operations**	Page 10	GT
8.	**Risk Register Review and Update**	Page 11	GT
9.	**Pump Program Report/Update**	Verbal	GS
10.	**Any Other/New/Update Item which the Chair/CEO decide is urgent/be mentioned**		MB/GT
11.	**Confirmation of new Actions**		GT
12.	**Date of Next Meeting: 23 July 2025**		Chair
13.	**Close**		Chair

- Any other consideration and comments/questions of an urgent nature shall be notified to the office at least 3 working days before the meeting to enable staff to compile the correct information.
- Any Committee Member unable to attend should arrange a deputy and inform the office prior to the relevant Meeting. If the Committee Member chooses, he/she may instead ask the Officers to contact all the other Members, not on the Committee, in order to recruit a deputy for the meeting.

Lower Severn IDB

Outstanding Actions for Executive Committee:

Executive Committee Actions			Assigned to	Due	Status
61	19/03/25	It is recommended that we may add the mobile pump to the capital budget for 2025/26	GT/JD	Aug-25	Completed
64	19/03/25	To go ahead with planning a Heritage Open day for the LSIDB	VB	Sep-25	Completed
69	21/05/25	2 letters from each of the RFCCs to support the Boards application to reduce the numbers	MR	Jun-25	In Progress

Lower Severn IDB

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Date: 09/06/2025

Report by: James Druett, Head of Operational Service.

Health and Safety

No near misses or incidents to report.

Dredging programme 2025

Dredging and bank reprofiling works have been completed or continue at the following locations

- Avonmouth/Hallen
- Minsterworth/Cornham area.
- Hempsted no.1 rhine south side of landfill site.

Additional works include

- Timber/tree blockages removed from brook upstream of Newent requested by Glos.C.C
- Dymock blockage removal.
- Strimming pump houses
- IDB access culvert at Ingst.
- Culvert repair/removal and desilting at Oldbury

Mowing and weed cutting programme 2025

Annual maintenance works have begun at areas where residential flooding is a risk. Maintenance is undertaken early in the growing season and then again during December to tackle regrowth before the winter period.

Elmore Back pumping station

Our Insurance company have agreed that we are able to make a claim and that it will be successful for the total cost of the pump rebuild.

One completed the HoOS will submit the total invoice of the rebuild to the insurance company for payment.

Additional tasks undertaken May 2025:

- **Elmore pump removal/ rebuild and insurance claim. Ongoing**
- **Access negotiation/ Land drainage consents at Worlds End Solar Farm. Ongoing**
- **Water leak/trough service pipe damage. Investigate/Insurance claim. Ongoing**
- **Arlingham drainage investigation. Complete**

Additional tasks to undertake June 2025:

- **Machine operator vacancy/interviews/appointment. Ongoing**
- **Continuing working with Jacksons and project board on pump design. Ongoing**
- **Order new portable 12" pump and relevant fittings.**

Recommendations: That the report be noted.

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General Management and Finance Report - June 2025

Glenn Taute, CEO/RFO

Outcome to mention – May 2025

- We have been granted an additional fund of £900k towards the pump replacement programme, making the total fund allocated to LSIDB at £5.3m (£2.1m + £2.3m + £0.9m). This additional £900k has come to pass as a result of previously allocated funds to other IDBs which could not be spent within the required criteria.
- The new AD Good Governance Guide can be viewed at the following site: -

https://www.ada.org.uk/wp-content/uploads/2025/05/Good-Governance-Guide-V2-Digital.pdf

Financial summary for the April 2025 period

Income Statement:

The income statement for the year highlights the following: -

- Grant money was received in the month at £920k, being the first payment of the second grant fund awarded.
- Interest income is favourable due to increased deposits and maintaining interest rates.
- There is a general under spend to the budget in the month.
- The positive net outcome in the income statement has been allocated to reserves and will support the relaxing of drainage rate increases into the future.

Lower Severn IDB					
Income Statement	Year to Date	Year to Date			
Apr-25	**Actual**	**Budget**	Variance	Variance	**Comment**
Income	**Apr-25**	**Apr-25**	£	%	
Rates and EA Levy	170,881	170,888	-8		Revenue recognition as per approved Rates and Levies
Grant and Fund Income	935,094	15,396	919,698		Grant 2B & Foreign Water in - EA, see counter levy cost below
Fees & Recharges	50	300	-250		Lower activity on consultancy, trend is expected to continue
Other Income	19,972	6,044	13,928		Deposit Interest(£15k) and Asset write off/Insurance claim(£5k)
Total Income	**1,125,997**	**192,629**	933,368		
Expenditure					
Payroll	68,401	70,563	2,163	3.1%	
Maintenance	28,859	29,561	702	2.4%	
EA Levies	19,294	19,680	387	2.0%	Foreign Water out - EA, revenue in Grants above
Travel	2,003	2,575	572	22.2%	Timing re meetings, events and conferences
Administration	4,888	4,893	5	0.1%	
Professional Fees	2,136	2,575	439	17.0%	Timing
Depreciation	38,000	38,000	0	0.0%	
Loan Interest	8,751	8,752	0	0.0%	PWD Loan timing interest
Bank Charges	1,932	1,100	-832	-75.6%	Additional money market deposits, associated costs
Total Costs	**174,264**	**177,699**	3,435	1.9%	
Net Surplus/(Deficit)	**951,733**	**14,930**			

Balance Sheet:

The balance sheet as at the 30 April 2025 shows the following: -

- The life time investment in the current pump station programme amounts to £2 684k, and a breakdown of this can be seen in the programme report below.
- The cash balance stands at £6m and is as a result of brought forward cash, plus the loan and the grant, and prepaid levies. The cash at bank is mostly earmarked for the investment in the pump station replacement programme.
- The reserves show the inclusion of the income statement surplus.

Lower Severn IDB					
Balance Sheet	At End		At End	YTD	YTD
Apr-25	**March 2025**		**Apr-25**	**Change**	**Comment**
Fixed Assets	1,567,854		1,474,785	-93,069	Excavator written off re insurance claim and current depreciation
Assets under Construction	2,666,592		2,683,986	17,394	Pump programme WIP, see programme cost report
Total Fixed Assets	4,234,446		4,158,771	-75,675	Net of Additions less Depreciation and write off
Stock +WIP	28,363		29,332	969	
Debtors	-1,016,154		958,861	1,975,015	March 2025 balance includes prepaid rates for 2024/25
Prepaid Expenses	53,214		261,171	207,957	Includes EA foreign water prepayment
VAT	262,664		270,232	7,568	VAT on Programme expenditure pending HMRC audit
Cash at Bank	2,589,773		1,854,107	-735,666	Programme deposit. Current Acc balance at month end = £317k
Short Term Deposits	2,676,888		4,188,229	1,511,340	Deposits for the pump programme from grant fund
Current Assets	4,594,749		7,561,932	2,967,183	
Creditors	919,726		806,745	-112,981	Expenses on account with vendors. Pump vendor balance for WG/LD.
Accrued Expenses	75,463		248,533	173,070	Includes EA foreign water accrual
Prepaid Revenue Rates	0		1,879,686	1,879,686	Revenue recognition phasing adjustment, zero at year end
Current Liabilities	995,189		2,934,964	1,939,775	
Net Current Assets	3,599,560		4,626,968	1,027,408	
Long Term Liabilities	2,000,000		2,000,000	0	Public Works Loan, first repayment due in June 2025
Long Term Assets - Pension	2,616,000		2,616,000	0	LGPF actuarial valuation at 31 March 2025, counter entry below.
	8,450,006		**9,401,739**	951,733	
Capital & Accumulated Reserve	3,219,918		5,641,923		Brought Forward from prior year
Current Year Surplus/(Deficit)	2,422,004		951,733		Surplus in the year from grants received.
Pension Reserve	2,616,000		2,616,000		See counter above.
Revaluation Reserve	192,083		192,083		As per property valuation March 2024.
	8,450,006		**9,401,739**		

Pump Station Investment Programme Cost Report

The following pump replacement programme report to the end of April 2025 shows the cost breakdown for the life of the programme from its beginning of 2023, in terms of summarised cost types and the pump station allocation. The cost is in line with the approved investment.

Lower Severn IDB			30-Apr-25
Income Statement			Life
	30-Apr-25		To Date
Description	Vendor	Description	Total
Feasibility Study Report	ARUP	M&E upgrade, addition screens, civils, conform to eel regs.	**62,846**
Business Case Report	ARUP/Jacksons	To support the applications for funding, includes plans & costs	**144,930**
Pre Contract Award Preparation	Jacksons/Bartons/Motion	Scope, Design, Costing, Surveys, Contract preparation	**101,711**
Project Construction	Jacksons	Survey, Design and Construction	**887,017**
Contract Supervision	Motion	Independent Project Management	**17,345**
Payroll costs allocated	LSIDB	Internal staff costs allocated to the programme life cycle	**397,607**
Pumps	Aquatic Control	Pumps for LD & MF	**342,570**
Pumps	Aquatic Control	Pumps for WG & OB	**729,960**
Totals at	**30-Apr-25**		**2,683,986**

Pump Station Allocation	Lapperditch	Marshfield	Wicks Green	Oldbury	Support Facility	Total	Comment
Feasibility Study Report	15,711	15,711	15,711	15,711	0	**62,846**	From 01/23 to 07/23
Business Case Report	36,233	36,233	36,233	36,233	0	**144,930**	From 08/23 to 03/24
Pre construction Preparation	50,855	50,855	0	0	0	**101,711**	From April to Nov 2024
Project Construction	443,509	443,509	0	0		**887,017**	From December 2024
Contract Supervision	8,673	8,673	0	0		**17,345**	From December 2024
Payroll costs allocated	157,204	157,204	43,763	39,436	0	**397,607**	Ongoing
Pumps	95,275	247,295				**342,570**	In storage
Pumps			301,020	428,940		**729,960**	In manufacture
30-Apr-25	**807,460**	**959,480**	**396,727**	**520,320**	**0**	**2,683,986**	

AGAR Return 2024/25 – Following the approval of this in the June 2024 Board meeting please find included in this circulation the submitted return and a schedule of year-on-year variance explanations for information.

Recommendation: That the report be noted.

Lower Severn IDB

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Date: 13/06/2025

Report by: James Thomas – Civil Engineer

Programme Board Update

Contract update

The central compound area to the north of Lapperditch pumping station that is required by the board is being discussed with the owners agents. Members of the Programme Board are in advanced discussions with Savilles in order to take possession of the area from the end of September for a period of up to 18 months in order to facilitate the construction of the stations in the area.

Heads of terms and appropriate plans are being prepared for the required land take at Marshfield pumping station. Appropriate compensation to be agreed with the landowner.

Members of the programme Board will be meeting with a planning officer from Stroud District Council and the adjacent landowner at Wicks Green pumping station. The plan is hoped to allow an area of land to be purchased by the Board to enable the construction of the station that will meet modern safety and engineering standards.

Funding Expressions of Interest

An email has been received from Defra offering an additional £900k in funding to facilitate the design and surveys for Oldbury and Wicks Green stations. This offer has been accepted bringing the total grant allocation to Lower Severn to approximately £5.3m.

Eel Regulations Compliance

Designs have now been passed to the EA for approval covering Marshfield and Lapperditch pumping stations.

Board Visit

Elmore Back and Lapperditch Stations were visited by members of the Board and various guests on the 4th of June 2025. The visit was informative and enjoyed by all.

Recommendation: That the report be noted.

Lower Severn IDB

Actions from the Full Board held on 4th June 2025:

Number	Created	Action	Assigned to	Due	Status
					In Progress
					Completed
Board					
57	06/06/24	The Avonmouth historical works invoicing to be investigated and reported	JT	Oct-24	Completed
60	06/11/24	It was decided that in June 2025's Full Board meeting a schedule of attendance to the Frampton Show would be decided upon.	Board	Jun-24	Completed
71	04/06/2025	GT to circulate additional notes for AGAR report to board members	GT	Jun-25	In Progress
72	04/06/2025	Board members approved block of recommendations in relation to AGAR	Board	Jun-25	Completed
73	04/06/2025	Board members approved mobile pump purchase and agreed for SLT to create a policy to be created on the usage around this	Board/SLT	Aug-25	In Progress
74	04/06/2025	Board approved training for board members proposal	Board	Jun-25	Completed
75	04/06/2025	GT to offer finance course to board members	GT	Nov-25	In Progress
76	04/06/2025	Business Service Committee and officers to compile list of what training is essential and what isn't essential for board members	Bus Ser com/officers	Oct-25	In Progress
77	04/06/2025	To add additional columns within the risk register to show actions to reduce risks, and targets	GT/JM	Jul-25	In Progress
78	04/06/2025	Review climate change item within the risk register	GT/JD/JT/JM	Jul-25	In Progress
79	04/06/2025	Board agreed to attend one show per year, and to ensure we attend different shows going forward, and for a budget and schedule to be created to support this.	Board/VB/GT	Nov-25	In Progress
80	04/06/2025	VB to email board members to source information on local shows	VB	Jul-25	In Progress
81	04/06/2025	Board members approved third batch of policies as part of governance audit- excluding the risk register which will require extended reviews	Board	Jun-25	Completed
82	04/06/2025	Finance report to show progress of programme to be implemented by GT to present at next full board	GT	Nov-25	In Progress
83	04/06/2025	Circulate the risk register through the committee for edits and enhancements	GT/JM	Nov-25	In Progress

Key:	JT- James Thomas	GT- Glenn Taute	VB- Vicky Bailey	JM- Joanna Mathews	JD- James Druett

Lower Severn IDB

Attendance:

Board Members: Mr. Mike Barnes -Chair, Mr. Matthew Riddle- Vice Chair, Mr. Roger Godwin, Mr. Geoff Simms, Mr. Charles Daniell, Mr. Jimmy Nichols , Mr. Robert Hyslop, Mr. James North, Cllr. Simon Phelps, Mr. John Cornock, Cllr. Abi Finch, Rachael Chamberlayne, Mr. John Hore, Ald. Mary Sykes, Cllr Liz Harvey, Cllr Christine Wild, Cllr Liam Harries,

Officers: Mr Glenn Taute - CEO/RFO, Mr James Druett- Head of Operational Services, James Thomas- Civil Engineer, Vicky Bailey- Communications Officer, Joanna Mathews- Business Co-ordinator

Other attendees: Rob Caudwell- ADA chair, Richard Jones- Melverley IDB and Rea IDB, Betton Cambidge- Melverley IDB, Jasjit Cheema- Telford& Wrekin Council, Charles Pudge- River Lugg IDB

Apologies: Cllr Tony Williams, Cllr Simon Johnson, Cllr. Mark Williams, Cllr. James Crawford, Cllr Sue Milestone, Ald. Nikki Barton, Mr Tom Cullimore

Declarations: Mr Matthew Riddle declared interest as chair of English Severn and Wye RFCC. Mr Roger Godwin declared interest in pumping stations and in Frampton Show.

Lower Severn IDB

Succession planning in Operations

We have for a number of years been aware of the impending retirement of a number of our operators, and our foreman, who all have a wealth of experience and capability.

We have recently had a resignation, for other reasons, which has led to a recruitment process. This process has fortunately introduced two very suitable applicants, one of which we have appoint to fill the vacancy. Previous recruitment drives have not brought nearly as many quality candidates as we have seen in the recent round.

We have indications that at least one of our operators may retire at the end of 2026 and that our foreman would enter into a reduced time phasing cycle toward retirement in the next years.

New operators would naturally see a period of learning on the job and understanding the “lie of the land”.

The typical operators work cycle rotates on an annual basis which includes dredging, tree cutting, repair and maintenance of access culverts, fencing and access gate installation between January and June. In the summer from June through to December the operator carries out the annual mowing and weed cutting operations on all of the Boards adopted watercourses. So, all in all, the new operator learning curve would be the first year of this cycle work which would be partly supervised, followed by year of growth towards showing full job expectations.

The board has been fortunate to have a team of committed and experienced employees, a stable workforce for various reasons. However, we are entering a period of uncertainty in this regard within operations, and would recommend that we consider our options to ensure as smooth as possible change management plan to address this.

The boards area of responsibility covers a large area with many considerations in terms of the rate/levy payers we service, the terrain variations, seasons/weather, and water course/pump stations. It of course takes time to develop knowledge of all these broad aspects, so as to maintain or efficient operation and with the potential fallout of 2-3 employees in the next years, we should look proactively as covering this with the up-fount investment in resources to fill the gaps in good time without issues evolving.

In light of this we would recommend that we consider taking on an additional operator to develop and bridge this impending loss of staff.

In terms of machines to support this we have two backup excavators which can we used. Also, we have a scheduled excavator replacement due in 2027 which we could bring forward to 2026 and ensure its promptly in hand and delay the sale of the old one should we need to.

There is work that we can bring forward, and new employees are by nature less productive in the short term so we don’t expect to be idle with an additional operator for a period.

In terms of the cost, we are seeing an additional income from interest on deposits due to the recent windfall of grant funding, this will mostly counter the addition cost in the current financial year, and coupled with cost savings potentials we expect to achieved the net budget with carrying an extra operator.

Lower Severn IDB Risk Register

PROBABILITY					
5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	2	3	4	5
	IMPACT				

- Governance- 1
- Finance-2
- Operations/Maintenance- 3
- HR- 4
- Office Systems/IT- 5
- Strategic- 6
- Reputational Risks-7
- Legal Risks- 8

REF	RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL	PROBABILITY LEVEL	PRIORITY LEVEL	MITIGATION NOTES	OWNER
Ref Number	Give a brief summary of the risk.	What will happen if the risk is not mitigated or eliminated?	Rate 1 (LOW) to 5 (HIGH)	Rate 1 (LOW) to 5 (HIGH)	(IMPACT X PROBABILITY)	What can be done to lower or eliminate the impact or probability?	Who's responsible?
1.1	Failure to comply with key legislation and regulations	Legislative sanction by government, potential fines	4	2	**8**	Keep up to date with current legislation, audits, staff training	Executive Committee/Full Board/CEO
2.1	Effect of inflation changes.	Budget overspent in year. Adverse rates impact. Cost increase re pump replacement programme forecast.	4	2	**8**	Refer to Govt. and other financial institution forecasts. Consider contingency.	Finance Committee and RFO
2.1	Changes in interest rates.	Deposit interest income will change. New loans will be impacted.	2	4	**8**	Refer to Govt. and other financial institution forecasts. Consider contingency.	Finance Committee and RFO
2.3	Security of deposit takers.	Loss of cash deposits.	5	1	**5**	Only use A rated institutions. Spread deposits between institution. Monitor ratings and news.	Finance Committee and RFO
2.4	Fraud	Loss of cash.	4	1	**4**	Internal controls. Audits. Regular management accounts & reports. Training of staff. Policies.	Finance Committee and RFO
3.1	Inadequate provision for safeguarding the Boards assets.	Loss of machinery through theft or damage	3	2	**6**	Insurance guidelines, secure compounds, procedures, CCTV and motion sensors, locked security barrier in yard, alarm system	Operation Service Committee/HoOs
3.2	Damage to Third Party property of individuals	Cost impact, downtime, injuries, morale	4	1	**4**	Services searches, procedures, insurance	Operation Service Committee/HoOs
3.3	Asset Failure	Downtime, cost impact, flooding,	4	2	**8**	Inspections, maintenance programme, spares/replacements, capital programme	Operation Service Committee/HoOs
3.4	Health and Safety	Injury, death, fines, fire risk	5	2	**10**	Training, risk assessments, inspections, updated procedures and controls, PPE	Executive Committee/Full Board/CEO/HoOs
4.1	Inability to retain or recruit new staff	Flooding risk from delayed annual maintenance programme, Reputational risk	4	3	**12**	Keep up to date with pay conditions, Communication re resignation as advance warning	Business Service/ SLT/Full Board
5.1	Disaster to office premises/IT	Downtime, cost impact	4	1	**4**	Business Continuality Plan and Insurance	Business Services committee and executive committee
5.2	Data Security Issues	Fines, Fraud, Reputation	4	2	**8**	Training, keeping up to date with legislation and cloud based data storage with cyber security	Business Service Committee and Executive Committee
6.1	Impact of climate change	Increased workload, Increased cost, Asset Loss	4	1	**4**	Increased pump capacities, maintain channel capacities	Full Board
6.2	Flood Risk		4	2	**8**	Increased pump capacities, maintain channel capacities	Full Board
6.3	Improper regulation of development	Increased flood risk	4	1	**4**	Proper procedures for dealing with applications, Enforcement	Civil Engineer and HoOs
7.1	Negative public perception of the LSIDB	Increased pressure to staff, reduced motivation	3	1	**3**	Comms Officer, Comms Plan	Full Board
8.1	Legal disputes with landowners and local authorities	Cost, Reputation, Staff Impact	3	1	**3**	Proper processes and procedure, training, working within legislation, communication	Full Board
8.2	Complying with current legislation and regulation	Cost, Reputation, Staff Impact,	4	2	**8**	Planning, staff, financing, training	Full Board