

# Business Service Committee Meeting

---

Wednesday 6th August 2025

**Lower Severn IDB Office/Hybrid  
10:30am**



## **Business Services Committee Terms of Reference**

**Approved 6<sup>th</sup> November 2024**

The Tor for Business Services Committee for LSIDB would be responsible for overseeing and managing the following areas of cross over:

<b>1. Human Resources (HR)</b>	The committee would be responsible for managing strategic HR direction and risk management aspects of HR within the LSIDB, including supporting the CEO when needed on recruitment, employee onboarding, training and development, performance management, compensation and benefits, employee relations, and compliance with employment laws and regulations.
<b>2. Property</b>	The committee would oversee the management of LSIDB's assets and properties, including land, buildings, and equipment. This would involve developing and implementing policies and procedures for property management, monitoring property usage and maintenance, and ensuring compliance with relevant regulations and laws.
<b>3. Governance</b>	<p>The committee would be responsible for ensuring that LSIDB operates in compliance with relevant laws and regulations, and for overseeing the LSIDB's governance structure. This would involve developing and implementing policies and procedures for decision-making and accountability, monitoring compliance with internal policies and procedures, and ensuring that the LSIDB's governance structure is effective and transparent.</p> <p>Responsibility for dealing with complaints under the Code of Conduct for members and, if required, constitution of a Hearings Panel within this process.</p>
<b>4. Legal</b>	The committee would be responsible for overseeing LSIDB's legal affairs, including contracts, litigation, and compliance with relevant laws and regulations. This would involve developing and implementing policies and procedures for legal affairs, monitoring compliance with legal requirements, and managing any legal disputes or challenges that arise.

<p><b>5. Communications</b></p>	<p>The committee would be responsible for managing LSIDB's internal and external communications, including public relations, marketing, and stakeholder engagement. This would involve developing and implementing communication strategies, monitoring performance against communication targets, and ensuring that the LSIDB's communication is effective, transparent, and aligned with its strategic objectives.</p>
<p><b>6. Procurement</b></p>	<p>The committee would involve developing and implementing policies and procedures for procurement and ensuring compliance with relevant regulations and laws.</p>
<p><b>7. Meetings</b></p>	<p>The committee shall meet at least x2 yearly, or more frequently as required this is dependent on Organisation priorities and any risk management plans. Meetings shall be chaired by the committee Chair. The CEO or other LSIDB Officer will act as secretary and take actions of the meetings. The actions and committee reports of the meetings will be circulated at the LSIDB's Board Meetings.</p>
<p><b>8. Reporting</b></p>	<p>The committee shall report to the Board on its activities and recommendations at each Board meeting.</p>

# 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.

## Business Services Committee

**Members:** Cllr M Riddle(chair), Ald N Barton, Mr C Daniell (vice chair), Cllr L Harvey, Cllr S Johnson, Cllr S Milestone, Cllr M Williams, Ms Rachael Chamberlayne

**NB The quorum for this meeting is 3 Members**

**Wednesday 6<sup>th</sup> August 2025 @ 10.30am, Lower Severn IDB Offices/Virtual meeting**

## 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.	Succession Plan in Operations – Recommendation for approval	Page 1	GT
4.	Risk Register Revamp	Page 2	GT
5.	Confirmation of new Actions		GT
6.	Date of Next Meeting: 8 <sup>th</sup> October 2025		Chair
7.	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 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	

- 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	ACTIONS TO REDUCE RISK	ACTIONS TARGETED OUTCOME	LATEST REVIEW COMMENTS
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?	Actions and outlooks.	Actions affect	Changes since last risk measure leading to target
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	Complete Governance Audit. Refer to Government sites for updates. ADA input/guide.	4	Knowledge growth within staff from governance audit, new ADA guide, service time.
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	Review of forecasts. Variances to budgets review.	4	Latest inflation forecast show contained inflation level at 2.0-2.7%, indication a medium period of stability.
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	Review of forecasts. Variances to budgets review.	6	Interest rates reductions have slowed so as to contain inflation and support softer spend curves.
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	Currently deposit are with AA & AAA institutions, so on the safer end of risk.	4	Currently deposit amounts are relatively high but this will reduce over time as the pump programme spend comes to pass, hence reducing the risk impact
2.4	Fraud	Loss of cash.	4	1	4	Internal controls. Audits. Regular management accounts & reports. Training of staff. Policies.	Finance Committee and RFO	Strong controls in place with trusted staff. Checks and Balances are regularly undertaken. Reporting is in place.	4	Fraud risk is at a low level.
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	The has and will been an increase in mobile assets which come with higher risks of losses. Lock down actions are being developed.	6	The increased risks with increased mobile assets is being counted by locking down assets on remote sites.
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	Training of new staff, transfer of work area risks.	8	New staff will bring increased risks due to learning curves and knowledge of risk points.
3.3	Asset Failure	Downtime, cost impact, flooding,	4	2	8	Inspections, maintenance programme, spares/replacements, capital programme	Operation Service Committee/HoOs	New pump stations, maintenance, and replacement schedule.	6	The new pump station should bring a reduction in failures
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	Training and knowledge sharing.	10	New staff will bring increased risks due to learning curves and knowledge of risk points.
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	Networking improvements, and OTE is good.	8	We have a stable workforce and recent networking has yielded some good candidates.
5.1	Disaster to office premises/IT	Downtime, cost impact	4	1	4	Business Continuity Plan and Insurance	Business Services committee and	Update to business continuity plan.	4	Consistent low probability.
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	Training on cyber security and fraud emails. Insurance to cover this.	6	New insurance take out for cyber security attacks. Staff training to be formalised.
6.1	Impact of climate change	Increased workload, Increased cost, Asset Loss	4	3	12	Increased pump capacities, maintain channel capacities	Full Board	Weather watch.	8	View underestimated. Forecast to be more challenging.
6.2	Flood Risk	Increased workload, Increased cost, Asset Loss	4	2	8	Increased pump capacities, maintain channel capacities	Full Board	Weather watch.	8	New risk.
6.3	Improper regulation of development	Increased flood risk	4	1	4	Proper procedures for dealing with applications, Enforcement	Civil Engineer and HoOs	Set Procedures.	4	Contained process.
7.1	Negative public perception of the LSIDB	Increased pressure to staff, reduced motivation	3	1	3	Comms Officer, Comms Plan	Full Board	Pump programme communications to be rational and balanced.	3	Low profile body.
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	Training	3	
8.2	Complying with current legislation and regulation	Cost, Reputation, Staff Impact,	4	2	8	Planning, staff, financing, training	Full Board	Training	4	Similar to 1.1 above?



# 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 workforce, 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 appointed 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 operations team, but probably two, may retire at the end of 2026.

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-front 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, from November 2025, to develop and bridge this impending loss of staff.

In terms of machines to support this we have two backup excavators which can be 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.

-----

