LOWER SEVERN INTERNAL DRAINAGE BOARD

Business Service Committee Meeting

Wednesday 4th November 2026

Lower Severn IDB Office/Hybrid
2:00pm

Lower Severn IDB

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

T: 01454 413340
E: admin@lowersevernidb.org.uk
W: lowersevernidb.org.uk

Business Services Committee Terms of Reference

Approved 6th November 2024

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

1. Human Resources (HR)	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.
2. Property	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.
3. Governance	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. Responsibility for dealing with complaints under the Code of Conduct for members and, if required, constitution of a Hearings Panel within this process.
4. Legal	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.

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5. Communications	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.
6. Procurement	The committee would involve developing and implementing policies and procedures for procurement and ensuring compliance with relevant regulations and laws.
7. Meetings	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.
8. Reporting	The committee shall report to the Board on its activities and recommendations at each Board meeting.

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), Mr C Daniell (Vice Chair), Ald N Barton, Cllr L Harvey, Ald S Milestone, Cllr M Williams, Ms Rachael Chamberlayne, Mr J Nichols

NB The quorum for this meeting is 5 Members

Wednesday 4th November 2026 @ 2:00pm, Lower Severn IDB Offices/Virtual meeting

AGENDA

Committees Terms of Reference are included for Members' information

Item		Page No	Lead
1.	**Apologies/Welcome**	-	Chair
2.	**Declaration of Members' Interest**	-	Chair
3.	**Minutes of Previous Meeting** To approve the public & confidential minutes of the previous meeting held on 9 September 2026	1 - 10	Chair
4.	**Matters Arising from the Minutes, not covered elsewhere on the agenda**	-	Chair
5.	**To Receive the Options Appraisal Discussion Document for appointing a new CEO after 31 December 2026 and make recommendations to the Board accordingly**	11 - 20	Interim CEO
6.	**To receive a progress report from the Interim CEO on his review of the Board's Governance Arrangements**	Verbal	Interim CEO
7.	**Any Other Business, with leave of the Chair**	-	Chair
8.	**Date of Next Meeting: 28 April 2027**	-	Chair
9.	**Confidential Business**	-	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.

PUBLIC MINUTE of the LSIDB Business Services Committee, Wednesday 9th September at 9.30 am

Business Services Committee

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

NB The quorum for this meeting is 3 Members

Minutes

1.Apologies and Welcome

Present: M Barnes, Cllr M Riddle, J Nichols, R Chamberlayne, Cllr M Williams, R Godwin and J Hore.

Apologies were received form C Daniell (substituted by R Godwin) and Cllr L Harvey (substituted by J Hore).

2. No declarations of interest were made

3. Minutes of the last committee meeting for approval. MB proposed, MR seconded accepting the minutes, all in favour.

4. Comments on any brought forward Actions. GT explained that all actions were now completed except for the application for stopping up order on land behind the offices. MR explained that the timing on this was important and should not be undertaken yet.

5. It proposed by MB and seconded by MR that, under Section 1(2) of the Public Bodies (Admission to Meetings) Act 1960 and pursuant to Schedule 12A of the Local Government Act 1972, the press and public

be excluded from the meeting for the following item on the grounds that it involves the likely disclosure of exempt information relating to an individual.

All staff, the public and press were excluded.

OPTIONS APPRAISAL: SENIOR EXECUTIVE LEADERSHIP
DISCUSSION DOCUMENT FOR BUSINESS SERVICES COMMITTEE MEETING ON 04/11/2026

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1. Executive summary and recommendations

1.1 The Board has asked the Interim CEO to assist with the recruitment of a permanent CEO/Senior Officer after 31 December 2026. In the Interim CEO's assessment, the executive responsibilities alone do not justify a full-time standalone CEO. Combining those responsibilities with a substantive engineering or finance function could, however, justify a full-time combined post. This appraisal distinguishes part-time standalone CEO arrangements from full-time combined roles.

1.2 Eight arrangements are appraised below: six principal leadership models, one complementary shared-services arrangement and one alternative public-body partnership arrangement. Option 3 (combined CEO/Engineer) is preferred for a feasibility trial, subject to Board authorisation on 18 November 2026 and commencement on 1 January 2027; Option 1 (shared CEO with another IDB or consortium) is the second preference. Option 7 is a complementary shared specialist and business support service, available to strengthen either leadership model, rather than a separate solution to the immediate need for an accountable Principal Officer.

1.3 Subject to Board approval on 18 November 2026, the Option 3 feasibility trial should commence on 1 January 2027. The Interim CEO should use the period to 31 December 2026 to prepare the trial baseline, objective assessment criteria, temporary delegations, safeguards and reporting framework, with detailed refinements approved by the Business Services Committee before the trial begins.

1.4 The Business Services Committee should oversee and assess the trial thereafter, if approved by the Board. The Committee should assess the viability of the structure separately from any individual's suitability; permanent establishment, funding and appointment decisions remain with the full Board unless delegated. No continuing engagement of the Interim CEO is proposed.

1.5 An existing Board member should not commence a permanent CEO appointment while retaining Board membership; obtaining legal advice and conducting a fair recruitment process are essential.

2. Evaluation criteria

2.1 This report considers eight potential arrangements: six principal senior leadership models (Options 1 to 6), one complementary shared-services arrangement (Option 7), and one alternative partnership arrangement (Option 8). Options 1 to 6 address how the Board might secure its future senior executive leadership. Option 7 considers access to shared specialist and business support services, potentially complementing either the preferred CEO/Engineer model (Option 3) or the shared CEO arrangement (Option 1). Option 8 considers a joint appointment with a local authority or another public body.

2.2 It is recommended that the Business Services Committee identifies those arrangements warranting further consideration, concentrating initially on Options 3 and 1, and assesses the relevant leadership options against: governance independence and accountability; IDB-specific technical, statutory and financial competence; organisational resilience and succession; total cost including recruitment, pension, overheads and transition; operational availability and emergency response; recruitment feasibility; and implementation and employment-law risks. Option 7 should be assessed as a supporting service arrangement rather than as a standalone replacement for an accountable Principal Officer.

3. Detailed options appraisal

1. Share CEO with another IDB or IDB consortium

A. Benefits: access to established sector-specific expertise; lower fixed cost; cover, benchmarking and specialist support; potentially stronger governance systems. A shared CEO relationship could also be a phased route to wider shared specialist and business services under Option 7, including Environment, Planning, Consenting, Enforcement, HR, Legal, Finance, Governance, Business Support, Comms and Administration.

B. Risks and disadvantages: divided attention, travel, differing priorities and possibly a slower local response; fees and management complexity; potential dependence on another organisation.

C. Conditions for viability: service-level agreement specifying minimum days, emergencies, authority, reporting, confidentiality, conflicts, termination, data protection, costs and deputies, share of employment liabilities and ownership proportion of any shared assets. Explore separately whether the partner can provide additional specialist services under Option 7, with defined service standards and transparent charges; do not assume these are included in any shared CEO arrangement.

2. Externally recruit standalone part-time CEO

A. Benefits: dedicated accountability and a clean Board/officer distinction; role designed around local priorities; independent leadership.

B. Risks and disadvantages: limited candidate pool; disproportionate recruitment cost; vulnerability to absence; difficulty retaining sector-specific skills on limited hours.

C. Conditions for viability: realistic hours and remuneration; flexible or portfolio working; explicit Clerk responsibilities; deputy and technical/CFO-RFO support.

3. **Combined CEO/Engineer**

   A. **Benefits:** combines strategic and operational knowledge; potentially cost-efficient; continuity where a capable internal engineer exists; external advertisement can test the market. This would be a full-time combined appointment, bringing together part-time executive responsibilities with substantive engineering management duties. The feasibility trial must establish whether both functions can be discharged sustainably within one full-time post. The current Engineer has substantial consultant and contractor-management experience, but limited direct staff supervision experience. Targeted shared HR, governance, legal, environmental, planning, consenting or financial support under Option 7 could address specialist gaps without duplicating a full-time in-house team.

   B. **Risks and disadvantages:** managerial work displaces engineering delivery; workload and emergency pressures; risks of insufficient governance/HR expertise; succession concentration.

   C. **Conditions for viability:** Board approval on 18 November 2026 of a time-limited feasibility trial with written acting-up terms, defined executive delegation, baseline evidence, measurable assessment criteria, engineering backfill and staff-management safeguards. The Interim CEO develops the framework before 31 December 2026; the Business Services Committee oversees and evaluates the subsequent trial under lawful delegation. See Appendix (section 9 below) for the trial specification and key decision points. A positive evaluation does not appoint the Engineer: a permanent post requires a separate Board decision and open recruitment.

4. **Recruit part-time Governance Officer / Senior Manager**

   A. **Benefits:** may suit the Board's need for governance, people management and compliance more than strategic CEO capability; potentially affordable; strengthens Board and Committee decision-making and HR processes.

   B. **Risks and disadvantages:** title may obscure de facto CEO/Clerk duties; governance specialists may lack drainage/water level management operations expertise; unclear executive authority; additional cost without removing existing management needs.

   C. **Conditions for viability:** decide whether this is genuinely the Principal Officer; set delegated powers and reporting lines; preserve technical leadership and CFO/RFO independence.

5. **Combined CEO/CFO**

   A. **Benefits:** potential efficiencies from integrating strategic leadership, financial planning and corporate management in one senior role; simplified reporting arrangements and possible reductions in management duplication.

   B. **Risks and disadvantages:** although a full-time combined appointment may provide more capacity for executive and financial management than a part-time post, it would concentrate both functions in one senior position. This raises concerns regarding segregation of duties, independent financial scrutiny, organisational resilience and succession, and would require particularly robust controls and independent oversight. On balance, this model is not recommended for the Board.

   C. **Conditions for viability:** demonstrably effective independent financial controls, clear delegated authorities, appropriate audit oversight, adequate administrative support and robust cover and succession arrangements. The Board would need evidence that the arrangement is sustainable and proportionate. Provisional assessment: not recommended for this Board because the governance, capacity and resilience risks outweigh the likely efficiencies.

6. **An existing Board member becomes part-time CEO**

   A. **Benefits:** strong local knowledge, relationships and familiarity with the district and existing staff; potentially quick transition.

   B. **Risks and disadvantages:** structural conflict between Board oversight, scrutiny and governance and executive accountability if membership continues; perceived preferential treatment; recurring interests in remuneration, budgets and performance; risk of weak recruitment challenge.

   C. **Conditions for viability:** independent competitive selection; no involvement in design, grading or selection where personally interested; legal review; resign as a Board member before executive appointment begins.

7. **Shared specialist and business support services (complimentary to Options 1 and 3)**

   A. **Benefits:** flexible access to Environment, Planning, Consenting, Enforcement, HR, Legal, Finance, Governance, Business Support, Comms, Administration and other specialist capacity, without directly employing every specialist. This may be a logical, phased extension of Option 1 (shared CEO/consortium) or a selective support package for Option 3 (combined CEO/Engineer). Shared teams and systems may improve resilience, compliance and value for money.

B. **Risks and disadvantages:** reliance on third parties, competing priorities across Boards, possible reduced local responsiveness, additional fees, contractual complexity and uncertain access to named specialists. Shared support does not itself supply a CEO or transfer the Board's statutory accountability; the interface with the Principal Officer, Engineer and CFO/RFO must remain clear.

C. **Conditions for viability:** identify functions needed and whether another IDB, consortium or qualified provider can supply them; comply with procurement and legal requirements; agree service standards, named contacts, response times, costs, confidentiality, data protection, records ownership, conflicts, escalation and exit arrangements. Consider phased adoption and maintain clear oversight. Shared CFO/RFO and financial administration could be explored in the medium to longer term as a distinct service-improvement opportunity, not as part of the immediate CEO recruitment decision.

8. Joint appointment with a local authority or other non-IDB public body

A. **Benefits:** access to HR, governance, business support and finance infrastructure; possible shared cost and cover.

B. **Risks and disadvantages:** IDB technical expertise may be lacking; priorities and political/accountability structures may differ; legal powers and conflicts may require verification.

C. **Conditions for viability:** written inter-authority arrangement, independent Board reporting and clear employer, indemnity and decision-making provisions.

4. Provisional comparative assessment

4.1 **Rationale for preferring the combined CEO/Engineer model:** the combined CEO/Engineer model is preferred over the combined CEO/CFO model because it offers a closer alignment between the Board's executive leadership and its principal operational responsibilities for drainage/water level management, engineering and infrastructure delivery. Subject to demonstrating sufficient management capacity, governance competence and engineering resilience, this arrangement could provide an effective and proportionate leadership structure.

4.2 By contrast, combining the CEO and CFO responsibilities would concentrate executive authority and financial management within a single post, potentially weakening the separation of duties, independent financial scrutiny and organisational resilience. Retaining a distinct CFO/RFO function is therefore considered preferable, although opportunities to share financial management and other specialist services with other like-minded IDBs may be explored separately in the medium to longer term. The preferred CEO/Engineer model remains conditional upon satisfactory evaluation of the proposed feasibility trial and does not prejudge any subsequent recruitment decision.

4.3 Qualitative ratings are judgemental and not measured scores. "Strong" indicates relative promise. Option 3 includes its feasibility trial, described in the Appendix (section 9 below). Option 7 is an enabling support arrangement potentially applicable to both Option 1 and Option 3; it is not ranked as a standalone executive leadership solution.

Option	Overall fit	Principal constraint	Provisional stance
Shared CEO (Option 1)	Strong	Partner capacity and SLA	Second preference
Part-time external CEO (Option 2)	Moderate	Recruitment market	Fallback
CEO/Engineer (Option 3)	Strong / conditional	Engineering backfill	Preferred; pilot then open recruitment
Governance Officer (Option 4)	Moderate	Authority and technical coverage	Consider if duties narrower
CEO/CFO (Option 5)	Cautious	Concentration of responsibilities, controls and resilience	Not recommended
Board member CEO (Option 6)	High risk if seat retained	Conflicts / fairness	Only after resignation
Shared specialist services (Option 7)	Enabling / complimentary	Scope, access, SLA and costs	Support Options 1 or 3 not standalone CEO
Public-body joint role (Option 8)	Conditional	Skills and accountability	Explore selectively

5. Recommended process and key decision points

5.1 Approve a role-and-workload review: required days, statutory Clerk and RFO functions, engineering capacity, people management, emergency cover and annual budget.

5.2 Obtain indicative shared CEO proposals from suitable IDBs/consortia as the second-ranked leadership option, in parallel with Option 3 evaluation. Ask whether such partners could also offer phased shared specialist and business support under Option 7, identifying separate service scopes and costs.

5.3 If the Board approves Option 3 on 18 November 2026, authorise a time-limited feasibility trial commencing on 1 January 2027 and the governance framework in the Appendix. During the Interim CEO's remaining appointment, agree baseline measures, objective criteria, reporting and temporary delegation. After 31 December 2026, the Business Services Committee oversees the trial and assesses structural viability, with an identified officer/member

responsible for day-to-day accountability. The full Board retains permanent establishment, budget and appointment decisions.

5.4 Consider Option 4 if the primary gap is governance and people management. Explore Option 7 as a complimentary package of shared specialist and business support for either Option 1 (shared CEO) or Option 3 (combined CEO/Engineer), rather than as a separate alternative to appointing an accountable Senior Officer.

5.5 The combined CEO/CFO model is not recommended for the current recruitment exercise because of the concentration of executive and financial responsibilities, segregation-of-duties concerns and organisational resilience. Maintain appropriate separation between executive leadership and financial management, while keeping opportunities for shared financial services under medium to longer-term review.

5.6 Adopt a conflicts protocol: any interested Board member must not influence post design, pay, recruitment or selection; seek independent legal advice on eligibility and appointment; require resignation as a Board member before commencement, if selected.

5.7 Before 31 December 2026: prepare for Board approval the Option 3 trial criteria and baseline, reporting template, temporary authority and any backfill requirements, draft permanent role specification and recruitment approach, and update risk register. Nominate a post-departure accountable officer/member and seek delegated authority from the Board for the Business Services Committee. The Appendix is the proposed operational specification for this decision; its assessment should be completed after the trial, not by the departing Interim CEO.

6. Legal and governance considerations

6.1 The Land Drainage Act 1991, Schedule 2 paragraph 2(1), authorises reasonable remuneration for persons employed by an IDB; Schedule 2 paragraph 1 concerns member expenses and allowances. This does not itself settle whether a Board member can also be CEO. ADA guidance identifies the Clerk as accountable to the Board collectively and recognises that the Clerk may be called CEO or Senior Officer. Combining the two capacities creates persistent conflicts. A different title or consultancy label does not cure the substantive issue.

6.2 Good financial governance requires clear accountability, appropriate segregation of duties and effective independent scrutiny. There is no general statutory prohibition on combining CEO and CFO responsibilities, but the arrangement would require particularly robust controls and oversight; separate executive and financial management functions are more appropriate for this Board. In the medium to longer term, the Board may wish to consider shared CFO/RFO expertise, financial administration and related services with other IDBs or consortia as part of a separate, evidence-based review. Any future proposal should address cost, service quality, resilience, statutory responsibilities and applicable employment obligations.

7. Information required before final recommendation

7.1 Current organisation chart and job descriptions; annual salary and on-costs; CEO workload estimate; existing Engineer and CFO/RFO capacity; forecast project programme; number of employees; emergency response arrangements; governance/audit findings; shared-service prospects; standing orders and delegation scheme; and whether any existing Board member intends to apply.

8. Suggested Board resolutions

8.1 That the Board:

A. notes this appraisal of eight arrangements, distinguishing principal leadership models from complementary shared services;
B. identifies Option 3 (combined CEO/Engineer) as the preferred model to test and Option 1 (shared CEO) as the second preference;
C. subject to satisfactory temporary employment and delegation arrangements, authorises an Option 3 feasibility trial commencing on 1 January 2027, after the Interim CEO's appointment ends on 31 December 2026;
D. approves, or requires approval before commencement of, objective criteria, baselines, reporting and staff-management safeguards;
E. delegates trial oversight and post-trial viability assessment to the Business Services Committee to the extent permitted by the Board's Standing Orders and scheme of delegation;
F. reserves permanent establishment, budget and appointment decisions to the full Board;
G. requires open and fair recruitment;
H. agrees that Option 7 shared specialist and business support services should be explored as a potential phased extension of Option 1 or targeted support for Option 3, with any commitments separately approved;
I. does not pursue the combined CEO/CFO model in the current recruitment exercise but recognises that shared financial management services may merit separate consideration in the medium to longer term; and
J. assumes no continuing role for the Interim CEO after 31 December 2026.

9. Appendix: Proposed CEO/Engineer pilot framework

9.1 **Purpose and link to recommendation:** this Appendix implements the Option 3 feasibility trial and proposed Board resolution items (C to F). The trial tests the sustainability of combined executive and engineering leadership, not the entitlement of any individual to appointment. Its evaluation should explicitly identify which capability gaps could be addressed by targeted Option 7 shared specialist services (for example HR, governance, environmental, planning, consenting, legal or finance support), and the costs and accountability implications of doing so. The shared CEO alternative (Option 1) remains the comparator if the combined structure proves unviable.

9.2 **Key decision points and responsibilities:** Point 1 - full Board on 18 November 2026 authorises the trial in principle, approves the scope and assessment principles, identifies an accountable officer/member and agrees the Business Services Committee's lawful delegation. Point 2 - by 31 December 2026, the Interim CEO prepares baseline data, assessment measures, written temporary duties, safeguards and reporting template; the Business Services Committee approves any detailed refinements within its delegated powers before commencement. Point 3 - on 1 January 2027, the trial begins under the designated officer's/member's executive accountability, with the Business Services Committee providing oversight; that officer/member manages implementation and submits progress evidence to the Business Services Committee. Point 4 - after the agreed trial, the Business Services Committee records a reasoned assessment and reports to the Board. Point 5 - the full Board decides on permanent structure, funding and open recruitment. No post-contract Interim CEO support is assumed.

9.3 **Entry conditions:** the existing Engineer must agree to the temporary duties and have HR-approved acting-up terms. Their contractor and consultant management experience is a strength, but direct supervision of employees, HR escalation and governance responsibilities may need explicit development and assessment. Document delegated authority, an independent route for staff concerns, technical backfill, emergency cover, RFO separation and the officer/member accountable when the Interim CEO leaves.

9.4 **Assessment measures and evidence:** (a) statutory deadlines, Board papers, decision logs and governance compliance; (b) employee supervision, one-to-ones, HR escalation and staff feedback; (c) engineering delivery, contractor oversight and emergency response; (d) workload allocation and sustainability within one full-time combined appointment, including actual hours devoted to executive and engineering functions, displaced engineering work, wellbeing and resilience; (e) finance, risk and RFO interfaces; (f) full cost, including engineering backfill and any Option 7 shared specialist support; and (g) Board and staff feedback. Record whether specialist support is essential, desirable or unnecessary, its likely provider and service standard, and whether the same support is available within a shared CEO arrangement under Option 1.

9.5 **Post-trial determination:** the Business Services Committee should assess whether the combined structure is viable without additional support, viable with a specified and

affordable Option 7 specialist-services package, or not viable. It should document evidence, costs, residual risks, governance arrangements and reasons, and report to the full Board. If the model is not viable, the Board should reconsider Option 1, including any wider shared-services opportunities. Permanent post, budget, contract and appointment decisions remain with the full Board unless lawfully delegated.

9.6 **Recruitment and continuity:** trial participation gives no entitlement to permanent appointment. Any permanent vacancy should be openly advertised against a published specification, with fair assessment of internal and external candidates. The Board must approve written executive accountability, staff management, Clerk duties, statutory officer arrangements and emergency cover from 1 January 2027 throughout the trial and until a permanent appointment. Option 7 can provide defined specialist support but cannot by itself discharge all executive leadership duties.

9.7 **Staffing and continuity:** The Board recognises that the existing Engineer's participation in the feasibility trial does not guarantee their appointment to the permanent combined CEO/Engineer role. If an external candidate is appointed, the Board will need to consider the implications for the existing engineering post, the allocation of technical responsibilities and the affordability of the resulting staffing structure. Any proposed changes to existing employment arrangements would be subject to appropriate consultation, contractual obligations and employment-law requirements. These matters should be considered as part of the business case for permanent recruitment, rather than predetermined at this stage.

P J CAMAMILE

INTERIM CEO, LOWER SEVERN IDB

28 OCTOBER 2026