LOWER SEVERN (2005) INTERNAL DRAINAGE BOARD

Board Meeting

Wednesday 18th November 2026 at 10:30am

Eastwood Park, Falfield, GL12 8DA

MATTERS RESERVED FOR THE BOARD

Approved 6th November 2024, Minute 3613

1. Proposals affecting the status, functions or geographical area of the Board.
2. Proposals affecting the structure, size or composition of the Board.
3. Responsibility for the overall management of the Board.
4. Major changes relating to the rateable value of the Drainage District.
5. Setting the drainage rate and determining the amount of local authority precepts.
6. Agreeing the Board's annual budget.
7. Determining the level of annual honorarium to be paid to the Chair and Vice Chair of the Board.
8. Matters relating to the payment of expenses to Board members,
9. The consideration of any proposal to alter the Board's overall corporate governance arrangements and committee structure.
10. The approval or revision of Standing Orders, Procedural Rules, Financial Regulations or Codes of Conduct.
11. The formulation or revision of any Business Plan or Strategic policy document.
12. The appointment of committees, Sub-Committees or Working Parties and the setting of their terms of reference.
13. To consider any recommendation made by a Committee, Sub-Committee or Working Party.
14. The making or revision of Byelaws.
15. The prosecution, defence of settlement of any proceedings of a legal nature (other than action for the recovery of drainage rate).
16. The designation of officers authorised to initiate or defend legal proceedings or to appear in Court on the Board's behalf.
17. The consideration of any other matter not falling within the terms of reference of any Committee, Sub-Committee, Working Party or which is delegated to an officer.
18. Responsibility for implementing risk management policies and procedures, and ensuring that the LSIDB's risk management activities are effective and aligned with its strategic objectives.

Signed.....M.J.....(Chairman)
Date: 6th November 2024
Minute No 3613

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.

Board Meeting AGM

NB The quorum for this meeting is 15 Members

Wednesday 18th November 2026 @ 10:30
Eastwood Park, Falfield, Wotton-under-Edge, Glos, GL12 8DA

AGENDA

Matters Reserved for the Board are included for Members' information

Item		Page No	Lead
1.	**Election of Chairman for 2026/27**	-	Interim CEO
2.	**Election of Vice-Chairman for 2026/27**	-	Chair
3.	**Apologies/Welcome**		Chair
4.	**Chairman's Announcements**		Chair
5.	**Declaration of Member's Interests**		Chair
6.	**Minutes of Previous Meetings** 6.1 To approve the minutes of the Board meeting held on 03 June 2026 6.2 To approve the minutes of the Special Board meeting held on 23 September 2026	1 – 8 9 - 10	Chair
7.	**Matters arising from the minutes, not covered elsewhere on the agenda**		Chair
8.	**Minutes/Actions of Previous Committee Meetings** 8.1 Meeting papers/minutes available on the website, link below Meetings Webpage	11 - 12	Chair
9.	**Operations Service Committee Recommendations to the Board** 9.1 To approve the purchase of 1 new tracked excavator & 1 new wheeled excavator 9.2 To approve the employment of a new Field Manager with effect from 1 March 2027 and Operative with effect from 1 February 2027, in advance of upcoming retirements	Verbal	HoOS
10.	**Pump Project Update and Budget Review** 10.1 To approve the Updated Programme Budget	13 - 24	CE
11.	**Finance Report**	25 – 27	CFO
12.	**To consider and approve the Schedule of Paid Accounts from July to September 2026**	28 - 30	CFO
13.	**Risk Register for review and approval**	31	CFO
14.	**Pump Programme and Operations Funding** 14.1 To approve draw down of 2nd loan from the PWD of £2m in 01/2027	32	CFO
15.	**Governance Review – Initial Findings and Proposed Improvement Programme**	33 - 47	Interim CEO
16.	**Calendar of Meetings & Committee Membership for review and approval**	48 - 49	Chair
17.	**Any Other Business, with leave of the Chair**		Chair
18.	**Date of Next meeting 03 February 2027**		Chair

19.	**Confidential Business** 19.1 To receive the approved confidential minutes of the Business Services Committee meeting held on 09 September 2026 19.2 To approve the confidential minutes of the Special Board meeting held on 23 September 2026 19.3 To consider and approve the recommendations arising from the Business Services Committee meeting held on 4 November 2026, together with the Senior Leadership Options Appraisal Discussion Document 19.4 To receive the Investigation Recommendations, Implementation and Monitoring Action Plan 19.5 To consider extending the Interim CEO's contract until 28 February 2027 to enable him to complete the Governance Improvement Programme *(email from Vice-Chair to follow separately)*	50 – 57 58 59 – 71 72 - 77	Chair/Interim CEO
20.	**Close**		

- 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

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.

Board Meeting

Draft Minutes of the Full Board meeting of the

Lower Severn Internal Drainage Board

Meeting held on Wednesday 3rd June 2026 at 10:30am

Fromebridge Mill, Fromebridge Lane, Whitminster, Gloucester, GL2 7PB

Board Members:

Mr. Mike Barnes (Chairman)

Cllr. Matthew Riddle (Vice Chairman)

Mr. Charles Daniell

Mr. Geoff Simms

Mr. Roger Godwin

Mr. John Hore

Mr. James North

Cllr. Milly Hill

Cllr. Simon Phelps

Mr. Jim Nichols

Cllr. Liam Harries

Cllr. Mark Williams

Board Members continued:

Cllr. James Crawford

Ms. Rachael Chamberlayne

Cllr. Liz Harvey

Ald. Nikki Barton

Mr. Richard Hewlett

Mr. Robert Hyslop

Cllr. Andrew Brown

Officers:

Glenn Taute- CEO and RFO

Victoria Bailey – Minute Taker

James Thomas-Civil Engineer

Jim Druett – Head of Operational Services

Ramsey Mokatren – Programme Officer

Karen Waldron – Accounts Manager

Minutes taken by Victoria Bailey from the meeting recording and notes taken.

Agenda Item		Minute Reference
1.	**Apologies/Welcome** The meeting was recorded for the minutes GT/VB. MB opened the meeting and listed the following apologies: Mr. John Cornock Cllr. Heather Mack Cllr. Tony Williams Cllr. Christine Wild Mr. Tom Cullimore Cllr. Jayne Stansfield	3687
2.	**Chairman's Announcements** MB provided an update on the plan for the day (Board meeting, coach visits followed by SWADA meeting.) MB thanked all past members for their participation and noted: • Cllr. Jayne Stansfield replaces Cllr. Simon Johnstone (representing South Gloucestershire Council) • Cllr. Milly Hill replaces Cllr. Terri Kinnison (Stroud District Council) • Cllr. Heather Mack replaces Cllr. Abi Finch (Bristol City Council) • Cllr. Andrew Brown replaces Cllr. Mary Sykes (Bristol City Council) MB welcomed the new Board Members and thanked all outgoing Board Members for their work. MB gave special thanks to Ald. Mary Sykes, who has retired from the Board after many years of service, for her support, hard work and dedication. Operator Nigel Gardiner has retired, and a replacement has been recruited. Due to several field staff retiring over the next few years an additional Operator has also been recruited.	3688

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	The ADA Conference will be held in London on November 17th 2026 – all Board Members are invited to attend - contact the office for more details.	
3.	**Declaration of Members Interests** RG declared an interest due to his land being used during the pumping station replacement at Lapperditch.	3689
4.	**Minutes/Actions of Previous Meetings** **a. To approve the Minutes of the Board meeting held 04/02/2026** Proposed: RG Seconded: JH All in favour; minutes approved **b. Board meeting and Committee Meeting current actions for information and review** GT listed all actions. MR resolved a previous action regarding financing IDB's; he had spoken with the Local Authority who confirmed that IDB's do not receive a precept; their funding comes from levies within the Council's budget. IDB'S do not operate or receive a collection fund. This being about why IDB aren't affected by surplus/deficits in council tax collections. JT to prepare a written update on the historical financial activity, and future expectations, in Avonmouth, for November's Board meeting. MR noted the difficulties caused by members not attending committee meetings and of not sending their apologies in advance; MR offered the solution of sending another Board member as a substitute or of joining the meeting online; Defra have granted special permission for IDB online meetings to have equal legal status as in-person committee meetings. Ex-Officio members will count as part of the quorum (of three LSIDB members.)	3690

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5.	**Confirmation of incumbents for the committee vacancies in:** - **Finance Committee** Roger Godwin offered to fill this vacancy. Proposed: Geoff Simms Seconded: Matthew Riddle GT indicated that an additional vacancy has arisen for the Finance committee, and requested whether the meeting could offer an interested member for this position. Cllr. James Crawford indicated his interest. Proposed: Geoff Simms Seconded: Matthew Riddle **All in favour; resolved for Roger Godwin and James Crawford to be a members of the Finance Committee** - **Business Services Committee** Jim Nichols offered to fill this vacancy. Proposed: Geoff Simms Seconded: Matthew Riddle **All in favour; resolved for Jim Nichols to be a member of the Business Services Committee**	3691
6. a	***AGAR Report*** **a) Section 1 – Annual Governance Statement of AGAR 2025/26 Report for approval** Proposed: Cllr. Harries Seconded: MR **All in favour: AGAR 2025/ 2026 section 1 approved by Board. Signed by Chairman and Clerk, being MB and GT respectively.**	3692
6. b	***AGAR Report*** **b) LSIDB internal audit report 2025/2026 for noting**	3693

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	Proposed: RG Seconded: RC **All in favour; internal audit report noted.** GT noted the following financial updates for the year 25/26: • Income statements were presented and explained, with favourable outcomes regarding income lines and expenditure • Balance Sheet was presented, which shows a strong position for the board • The AGAR figures have been verified and are consistent with the financial statements • Cash in bank, and an approved 2nd loan, is available to fund the completion of the pump programme • The pump programme financial report was presented, showing a 67% spend of the total budget GT invited questions: RH: Is it a concern that 67% has been spent and there are two more pumps to be built of the 4 in construction? GT: Some payments have already been made for the two remaining pump stations, for example surveys are complete on the other sites and the pumps and weed screens have been purchased, so there is enough money to cover the remaining costs. L Harvey: Is this based on accruals or cash invoices? GT: Confirmed that this was on invoices and not accruals. GT: Required to show LGPF pension figures in financial reporting as a debit and a counter credit, in response to a question in this regard from Cllr. Andrew Brown. GT welcomed the positive findings of the Internal Audit report and noted his satisfaction with the assurance provided. J Hore thanked Glenn, Karen, and all staff for the work gone into finances, and re the finance committee. JH praised Glenn and Karen for their clear, transparent and efficient practices and reporting. JH thanked Mr. Jim Nichols for ensuring the Boards finances were invested wisely.	
6.c	***AGAR Report***	3694

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	c) Section 2- Accounting Statements of AGAR 2025/ 2026 return for approval Proposed: JH Seconded: RG **All in favour; AGAR 2025/ 2026 return approved, and signed by the Chairman MB.**	
7.	**Pump Station Program Report** – Geoff Simms • The Eel Regulations 2009 programme continues to address compliance requirements and replace ageing infrastructure, much of which is over 50 years old. • The programme is managed through the Programme Board, which has provided effective oversight, focus on deliverables, and resolution of issues as the project has progressed. • Thanks were recorded to the project team, including John, Glenn, Jim, Ramsey, James and Karen, for their ongoing contributions. • Significant progress has been made at Lapperditch and Marshfield. Civil engineering works are nearing completion, pumps and pipework have been installed, electrical kiosks and telemetry are in place, and work continues on the inlet chamber and culvert extension at Lapperditch. • Factory Acceptance Testing has been completed for weed cleaning equipment, electrical kiosks, switchgear and telemetry for Lapperditch, Marshfield and the Elmore retrofit works. • Progress has been delayed by three principal issues: flooding over the Christmas period, the diversion of an unidentified three-phase power cable, and the discovery of a poorly constructed inlet chamber at Lapperditch requiring additional remedial works. The latter has been treated as a contractual compensation event. • Lapperditch, Marshfield and Elmore are currently expected to enter the commissioning phase towards the end of July. • Oldbury has progressed well through the design phase.	3695

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	• Wicks Green has experienced significant delays due to the planning process, although planning consent has now been secured and land acquisition is imminent. Survey work is due to commence shortly. The scheme incorporates a new design to improve operational safety and facilitate over-pumping arrangements. • The project team continues to target completion of the overall programme within the 2027/28 financial year, approximately one year ahead of the original programme. • Communications remain an ongoing focus, with efforts continuing to keep stakeholders informed throughout the programme. • The programme remains forecast to be delivered within the approved £10.5 million budget. To date, £6.2 million of grant funding has been secured, and opportunities for additional funding will continue to be explored. • An updated variance log has been prepared and will be circulated to Board members for information. GS invited questions. L Harvey said her local authority had issues with unrecorded cables from broadband providers; many Board members experienced the same problems within their area. J North shared that broadband cables present depth challenges when being laid as it can affect the freehold of a property. James Thomas noted that the laying of broadband cables over ditches presents issues for LSIDB Operators conducting routine maintenance. LSIDB are not the landowners and not notified of cable installations. L. Harries recommended that LSIDB subscribes to one.network to improve access to information on the location of underground utilities, including cables and other infrastructure. James Thomas agreed to do this – ACTION JT MR praised the foresight, planning and preparedness of the Programme Board; LSIDB have received the most funding of all applicants due to this.	

	GS thanked MR for this. Although due to delays at Wicks Green an amount regarding the land purchase past the deadline so may need to be returned to Defra; this pending a final decision from the EA. MB said that LSIDB are indebted to GS and his team.	
8.	**Review of Actions Agreed at The Board** • JT to prepare a written update on the historical financial activity, and future expectations, in Avonmouth, for November's Board meeting. • JT to join one.network for reports on cable laying.	3696
9.	**Any Other Item Which the Chair decides is Urgent AOB**	3697
10.	**Date of Next Meeting: 18th November 2026** Venue TBC	3698
11.	**Close of Meeting 11.20am**	3699

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PUBLIC MINUTE of the Special Board LSIDB Meeting, Wednesday 23rd September at 3.30 pm

NB The quorum for this meeting was 8 Members

Wednesday 23rd September 2026 at 3.30am, Virtual Meeting

Minutes

1.Welcome and apologies

Present: M Barnes, Cllr M Riddle, Cllr Williams, R Godwin, Cllr L Harvey, J Hore, C Danniell, Cllr T Williams, Cllr J Stansfield, G. Simms, Cllr R Brown, Cllr C Wild and Cllr M Hill

Apologies were received from J North, S Milestone, Cllr S Phelps, R Chamberlayne, J Nichols, R Hyslop and Cllr H Mack

2. No declarations of interest were made

3. 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. Agreed.

The public and press were excluded, and the meeting went into private and confidential session on a HR matter.

4. Appointment of The Chair to the Programme Board. Discussion took place about whether the Chair should be appointed at the meeting or delayed until the CEO carried out a review of the structure and management of the Programme Board, with views expressed for both options.

It was proposed by GS and seconded by MR that the appointment of the Programme Board Chair is delayed until the review is completed and its outcome presented to the full Board. To provide Programme continuity the ongoing project management will be dealt with by LSIDB Engineers Jim Druett and James Thomas, with immediate effect. This specifically excludes any strategic change, significant contractual amendments or variations to budget outside of their delegated authority. It will adhere to

the Governance and reporting arrangements within the sphere of the Programme Board. Agreed.

5. There was no urgent business and the meeting closed at 4.55 pm.

Meeting Actions	Meeting Actions since the Board meeting held 03 June 2026				
Lower Sever IDB					
#	**Created**	**Action**	**Assigned**	**Due**	**Status**
					In Progress
					Completed
Board					
97	04/02/2026	Councils return surplus rates collected, to service entities each year if applicable. Why not the IDB.	MR	May-26	Completed
101	03/06/2026	prepare a written update on historical financial activity, and future expectations, in Avonmouth, for November's Board meeting.	JT	Aug-26	In Progress
102	03/06/2026	JT to arrange for the board to join one.network for reports on cable laying	JT	Jun-26	Completed
103	23/09/2026	To Implement the recommendations arising from the investigation	PC	Nov-26	In Progress
#	**Created**	**Action**	**Assigned**	**Due**	**Status**
Finance Committee					
36	03/12/25	Update paper on the Avonmouth Invoicing history and future estimates to be prepared	JT	Aug-26	In Progress
40	20/05/26	To send the actuarial report and provide further information on the factors contributing to the pension fund surplus to JN & JH	GT	May-26	Completed
41	20/05/26	To seek clarification regarding the Internal Auditor's comments and the governance assertions marked as non-compliant or not applicable within the AGAR documentation.	GT	May-26	Completed
42	20/05/26	Investigate the implications of the Environment Agency's revised flood risk zones and report on any impacts for the Board.	JT/JD	Jul-26	Completed
43	20/05/26	Introduce Treasury as a standing agenda item for future meetings.	GT	Nov-26	Completed
#	**Created**	**Action**	**Assigned**	**Due**	**Status**
	Executive Committee Actions				
99	22/07/26	H&S : To talk to all the staff about the benefits of reporting all near misses and minors with confidence.	GT/JD	Aug-26	Completed
100	22/07/26	Consider aspects regarding communication and exposure to the community through for example attending parish meetings, signage re "men at work", open days	GT/JD	Aug-26	Completed

102	22/07/26	Risk Register, move H&S line to the beginning of the register	GT	Aug-26	Completed
103	21/10/26	Continue to encourage the reporting of minor an near miss injuries re H&S	All staff	Ongoing	In Progress
104	21/10/26	Recommend to board on 18/1/26, to drawdown the next programme loan in the amount of £2m in 01/27	GT	Nov-26	Completed
105	21/10/26	Target a rate increase of 4-4.5% for the 2027/28 year for the budget	GT	Dec-26	Completed
106	21/10/26	Support update to the Fin. Regs.:cash holdings be set at one years turnover as a minimum(to amend update)	GT	Nov-26	Completed
107	21/10/26	Set an extra ordinary Business Services meeting in early November 2026	PC	Oct-26	Completed
108	21/10/26	Environmental Statement: include a sentence regarding "a proactive approach in operations"(to amend update)	PC	Nov-26	In Progress
#	**Created**	**Action**	**Assigned**	**Due**	**Status**
Operation Committee					
18	04/11/2026	Strategic Structures Identification - to assess risks & what the failure of these would be and report back to Board	JT	Feb-27	In Progress
19	04/11/2026	Electricity costs - a report to estimate the cost per cubic meter at the new pumping stations	JT	Aug-27	In Progress
#	**Created**	**Action**	**Assigned**	**Due**	**Status**
Business Service Committee					
31	29/04/2026	With the low turnout for the meeting, a request for members to RSVP for meetings is to requested	MR/GT	May-26	Completed
33	29/04/2026	Regarding the staff handbook, to recognise support for "life threatening long term sick"	GT	Aug-26	Completed
34	29/04/2026	Re the disused road at the rear of Waterside, a "stopping up Order" to be investigated to claim ownership	MR	Future	In Progress
35	29/04/2026	Policy review/approval process to be set for 2026. Make a standard item in the agenda.	GT	Jun-26	Completed
36	04/11/2026	Report to the Board on the status of each of the recommendations arising from the investigation, which concluded on 9 Sep 2026 until such time as they had all been fully implemented (minute number 09/26/01)	PC	Nov-26	In Progress

Capital Programme Report

James Thomas: Civil Engineer

James Druett: Head of Operational Service

November 2026

Executive Summary

Given the recent issues with programme management, this report will be more expansive than previous reports and will serve as a mid-programme review. Lessons have been learnt from issues that arose during the design and construction of Lapperditch and Marshfield pumping stations, and the approach has been amended to accommodate this learning.

There have been numerous failures of governance compliance and attempts to rectify these have sometimes met with resistance. These are addressed in more detail later in this report.

1. Introduction

The programme thus far must be considered an overall success despite the recent issues. Members are invited to visit the stations to see the results of decisions that have been implemented by the Board over the last decade.

Four of the six pumping stations that the Board operates are now compliant with the Eel Regulations 2009, with the remaining two set to achieve compliance by the end of 2027. The Board has secured the future of its pumped catchments and has mitigated the effects of climate change for the next 50 years. This is a testament to the hard work of a team of staff, members and contractors who have worked tirelessly over the last 5 years to protect the built and natural environment within the Board's district.

2. Structural Changes

Following a Board resolution at the Extraordinary Board Meeting on 23 September 2026, the Civil Engineer and Head of Operational Service assumed operational responsibility for the Board's Capital Programme.

A review was immediately carried out of decisions and actions undertaken during the previous two months, and several governance issues were identified and addressed within the framework of the Programme Board and the Board's wider governance arrangements.

Additional costs have been identified and are in the process of being accounted for. Certain works have been halted whilst others are being progressed, and the variances will be reported in due course when the costs are available.

3. Station Progress

3.1 Lapperditch

Lapperditch pumping station is now complete apart from some planting and minor snagging. The site can now be remotely accessed and monitored by Board operational staff (Figs. 1 and 2). With a new screen in the engineering office, weather can be monitored and pumping stations can be proactively optimised in preparation for events rather than in reaction to incidents. This report details below the type of data that is monitored.

At Lapperditch, the Board can now boast of a modern, regulatory-compliant station that hosts up-to-date, efficient equipment. The telemetry and monitoring, coupled with a new automated weed screen and CCTV, mean that site visits will become less frequent, with most monitoring being done remotely.

There have been a number of complaints regarding the works, some of which are inevitable and justified. IDB staff are working with residents at individual and parish levels to attempt to mitigate the concerns and maintain relationships.

3.2 Marshfield

Marshfield pumping station is now complete and fully operational. Some minor changes to fencing, agreed early on with the landowner, remain outstanding and will be completed in due course. As with Lapperditch, the site has a telemetry system that includes multiple pump and level monitors, as well as CCTV that can be accessed remotely.

Both sites are now compliant with Health and Safety and Public Safety requirements. LSIDB staff have been trained in elements of the operation and maintenance and have been provided with detailed manuals by the contractor.

Lapperditch and Marshfield stations have now received Fisheries Consent from the Environment Agency which represents a major milestone for Lower Severn IDB and means that more than 65% of our assets are now compliant with the Eel Regulations 2009. The programme will ensure 100% compliance by year end 2027.

3.3 Oldbury on Severn

Construction at Oldbury on Severn station has commenced, with some early in-channel works already completed. Lessons learnt from previous works have been implemented, the most notable example being a change in the way overpumping operations are implemented.

3.4 Wicks Green

The design of Wicks Green pumping station is now drawing to a close in preparation for construction commencing in mid-2027. This will be the final station in the programme of works.

The purchase of land is now complete. This purchase has facilitated a scheme that would otherwise either not have been possible at all or have been prohibitively expensive.

The purchase has required some accommodation works, which have recently been progressed. These include the construction of a new highway access and associated service alterations.

3.5 Elmore Back

The replacement telemetry system required some small-scale civils works to accommodate the moving of the DNO equipment. This work is now complete, and the Site Acceptance Test (SAT) is scheduled for the 11th of November 2026.

The new telemetry system has been commissioned to the same standard as the remainder of the Board's pumping stations to ensure a consistent output and visualisation of data.

The site is expected to be live and fully operational by mid-November.

3.6 General

All completed pumping stations now have interactive digital controls on site, which are mirrored through a telemetry system that can be accessed remotely and is compatible with smartphones. Access levels for viewing and editing are available and will be allocated according to operational need.

The Programme has utilised the Board's mobile pump, which was procured in 2025, to great effect during the execution of 3 of the projects so far. Whilst no direct accounting of usage is practical, it is believed that the pump has gone some way towards recouping the investment of approximately £100k.

Site tests are being planned to provide operator training in the use of the Board's generator. This will permit the Board to continue limited operations during power outages. The tests are planned for early 2027 and will be carried out solely by IDB staff, utilising the new electrical connections provided at the Board's pumping stations.

A selection of photographs is shown below in Appendix 1.

4. Variance Reporting

Below are the programme variances, detailed in accordance with previous Board instructions.

Station	Variance	Original Budget	Billed to Date (Jun 26)	Billed to Date (Nov 26)	To Date Variance	% Change	Final	Final Variance	% Change
Lapperditch	Design and Professional Services	295,270	295,270	295,270	0	0%	295,270	0	0%
Lapperditch	Preliminaries and Site Set Up	284,459	416,585	416,585	132,126	46%	416,585	132,126	46%
Lapperditch	Civils Work	278,710	273,581	278,710	0	0%	291,210	12,500	4%
Lapperditch	New Weed Screen and Other Steelwork	192,513	160,023	192,513	-0	-0%	192,513	-0	-0%
Lapperditch	Eel Pass	84,202	32,990	84,202	-0	-0%	84,202	-0	-0%
Lapperditch	Pump Installation	55,384	55,384	55,384	-0	-0%	55,384	-0	-0%
Lapperditch	MIECA Works	223,293	190,385	227,170	3,877	2%	228,650	5,357	2%
Lapperditch	NI and Other Adjustment	28,169	12,948	12,948	-15,222	-54%	12,948	-15,222	-54%
Lapperditch	Pre contract costs	66,113	110,221	110,221	44,108	67%	110,221	44,108	67%
Lapperditch	Surveys	45,558	40,579	40,579	-4,980	-11%	49,905	4,347	10%
Lapperditch	Contract Supervision (Motion)	33,673	30,553			-	46,858	13,185	39%
Lapperditch	Payroll Allocation	188,000	183,547			-	183,547	-4,453	-2%
Lapperditch	Pumps (ACE)	95,275	95,275	95,275	-1	-0%	95,275	-1	-0%
Lapperditch	Sheet Piling	123,663	123,663	123,663	0	0%	123,663	0	0%
Lapperditch	New Pipe	10,000	-			-	-	-10,000	-100%
Lapperditch	Lay Down site costs	4,000	5,410			-	5,410	1,410	35%
Marshfield	Design and Professional Services	282,384	282,384	282,384	-0	-0%	282,384	-0	-0%
Marshfield	Preliminaries and Site Set Up	283,063	353,863	362,938	79,875	28%	362,938	79,875	28%
Marshfield	Civils Work	241,370	219,907	241,370	-0	-0%	253,870	12,500	5%
Marshfield	New Weed Screen and Other Steelwork	191,506	140,967	191,506	-0	-0%	191,506	-0	-0%
Marshfield	Eel Pass	88,234	46,704	88,234	-0	-0%	88,234	-0	-0%
Marshfield	Pump Installation	77,265	77,265	77,265	-	-	77,265	-	-
Marshfield	MIECA Works	223,293	194,771	228,650	5,357	2%	228,650	5,357	2%
Marshfield	NI and Other Adjustment	80,888	12,948	12,948	-67,941	-84%	12,948	-67,941	-84%
Marshfield	Pre contract costs	66,113	110,221	110,221	44,108	67%	110,221	44,108	67%
Marshfield	Surveys	45,558	47,136	47,136	1,578	3%	47,136	1,578	3%
Marshfield	Contract Supervision (Motion)	33,673	30,553			-	46,858	13,185	39%
Marshfield	Payroll Allocation	188,000	183,547			-	183,547	-4,453	-2%
Marshfield	Pumps (ACE)	247,295	247,294	247,294	-1	-0%	247,294	-1	-0%
Marshfield	Sheet Piling	123,663	123,663	123,663	0	0%	123,663	0	0%
Marshfield	Lay Down site costs	14,000	8,410			-	8,410	-5,590	-40%
Wicks Green	Design and Professional Services	430,124	122,280	87,451	-342,673	-80%	621,790	191,666	45%
Wicks Green	Preliminaries and Site Set Up	354,404	-			-	209,802	-144,602	-41%
Wicks Green	Civils Work	603,214	-			-	434,895	-168,319	-28%
Wicks Green	New Weed Screen and Other Steelwork	305,724	39,830			-	297,210	-8,514	-3%
Wicks Green	Eel Pass	158,417	17,996			-	123,670	-34,747	-22%

Station	Variance	Original Budget	Billed to Date (Jun 26)	Billed to Date (Nov 26)	To Date Variance	% Change	Final	Final Variance	% Change
Wicks Green	Pump Installation	140,703	18,616			-	141,049	346	0%
Wicks Green	MIECA Works	333,317	63,055			-	377,490	44,173	13%
Wicks Green	Pre contract costs	106,944	57,975			-	57,975	-48,969	-46%
Wicks Green	Surveys	124,628	124,628			-	124,628	0	0%
Wicks Green	Contract Supervision (Motion)	38,438	30,553			-	46,965	8,527	22%
Wicks Green	Payroll Allocation	99,603	59,883			-	59,883	-39,720	-40%
Wicks Green	Pumps (ACE)	301,020	301,020			-	456,732	155,712	52%
Wicks Green	Land Purchase	124,000	130,000			-	130,000	6,000	5%
Wicks Green	Lay Down site costs	-	13,300			-	13,300	13,300	
Oldbury	Design and Professional Services	386,424	402,312			-	465,929	79,505	21%
Oldbury	Preliminaries and Site Set Up	252,131	-			-	135,186	-116,945	-46%
Oldbury	Civils Work	468,600	-			-	257,989	-210,611	-45%
Oldbury	New Weed Screen and Other Steelwork	312,938	235,228			-	383,114	70,176	22%
Oldbury	Eel Pass	98,956	17,056			-	83,716	-15,240	-15%
Oldbury	Pump Installation	173,422	15,809			-	173,442	20	0%
Oldbury	MIECA Works	393,067	139,308			-	471,033	77,966	20%
Oldbury	Pre contract costs	112,484	57,975			-	57,975	-54,509	-48%
Oldbury	Surveys	144,190	262,521			-	262,521	118,331	82%
Oldbury	Contract Supervision (Motion)	39,375	30,553			-	46,465	7,090	18%
Oldbury	Payroll Allocation	65,936	59,883			-	59,883	-6,053	-9%
Oldbury	Pumps (ACE)	428,940	428,940			-	566,969	138,029	32%
Oldbury	Lay Down site costs	5,000	6,000			-	6,000	1,000	20%
Elmore Back	MIECA Works	288,764	277,735			-	274,735	-14,029	-5%
		10,485,350	**7,018,500**		**-119,788**	**-1%**	**10,796,909**	**311,558**	**3%**

Table 1. Variance Report

5. Financial Reporting

Financial reporting was initially accomplished through the production of spreadsheets by the Civil Engineer. This work was subsequently developed and improved by the Programme Finance Officer, who has unfortunately recently resigned.

Below is the latest set of financial accounts from the programme. A resolution is sought below for a revised budget.

	Lapperditch	Marshfield	Wicks Green	Oldbury	Elmore Back	Total
	Final Outturn	Final Outturn	Final Outturn	Final Outturn	Final Outturn	Final Outturn
Pre contract costs	110,221	110,221	57,975	57,975		**336,392**
Surveys	49,905	47,136	124,628	262,521		**484,191**
Design and Professional Services	295,270	282,384	621,790	465,929		**1,665,373**
Preliminaries and Site Set Up	416,585	362,938	209,802	135,186		**1,124,511**
Civils Work	291,210	253,870	434,895	257,989		**1,237,964**
New Weed Screen and Other Steelwo	192,513	191,506	297,210	383,114		**1,064,342**
Eel Pass	84,202	88,234	123,670	83,716		**379,822**
Pump Installation	55,384	77,265	141,049	173,442		**447,140**
MIECA Works	228,650	228,650	377,490	471,033	274,735	**1,580,559**
NI and Other Adjustment	12,948	12,948				**25,895**
Contract Supervision (Motion)	46,858	46,858	46,965	46,465		**187,146**
Payroll Allocation	183,547	183,547	59,883	59,883		**486,860**
Pumps (ACE)	95,275	247,294	456,732	566,969		**1,366,269**
Sheet Piling	123,663	123,663				**247,326**
New Pipe	-					**-**
Lay Down site costs	5,410	8,410	13,300	6,000		**33,120**
Land Purchase			130,000			**130,000**
Grand Total	**2,191,640**	**2,264,922**	**3,095,389**	**2,970,223**	**274,735**	**10,796,909**

Table 2. Revised Budget

6. Stakeholder Engagement

6.1 General Engagement

There have been failures of stakeholder engagement. Initially, engagement followed a strategy agreed by the Programme Board. However, there has been significant deviation from this strategy, leading to damage to the Board's reputation. This was not an isolated incident, and stakeholders' expectations have been raised to a level that is not reasonable for the Board to meet. Unauthorised commitments have been made outside the framework of Programme Governance, along with communications amounting to press releases committing to works that were unfeasible and ultimately not started.

Since the Board meeting on 23 September, significant efforts have been made to improve relationships and pull back from unreasonable commitments made by the Board.

Parish meetings at Oldbury on Severn Parish Council and Longney Parish Council, which cover three of the Board's pumping stations, will be attended during November, when updates will be provided and feedback will be heard.

6.2 Compensation Payments

6.2.1 Landowner/Tenant Compensation

Following concerns raised about payments and the lack of contracts, it is proposed to standardise the agreements. Rather than negotiating agreements with landowners, the Programme will establish a set rate and apply it consistently.

This is unfortunate and will probably be more costly to the Board. However, given the failures to comply with governance and strategy, it is proposed as the lowest-risk option available to the Board. A recommendation is listed below to address this issue.

6.2.2 Disturbance Compensation

The Lapperditch scheme has caused notable disturbance to a few properties. The Programme will compensate those affected by the construction works in a fair and equitable manner. Some cash payments will be made, whilst accommodation works have been or will be completed in lieu of payments where this is in the Board's interest.

7. Contracts

Below is a list of the key contracts that the Board has entered into in order to procure the programme of works to which it has committed.

Jackson Civil Engineering Ltd is the design-and-build (turnkey) contractor and has been commissioned to oversee the major elements of preparation and construction. Some elements, such as pumps, have been procured directly by the Board ahead of time to ensure grant funding was used for these purchases.

The contract used has been the New Engineering Contract 4th Edition (NEC4) produced by the Institute of Civil Engineers. This was entered into through the Environment Agency Framework Contract, and the Board utilised Option A which is a priced contract with an activity schedule.

Motion Consultants have been used to fulfil two roles within the NEC contract: firstly, the Responsible Engineer, who holds direct accountability for the overall execution of the contract; and secondly, the Supervisor, who maintains quality control against the agreed scope. These are defined contractual roles that require specific qualifications under the contract.

Aquatic Control Engineering has been a major supplier of pumps and some ancillary equipment procured directly by the Board. These procurements were undertaken initially due to concerns over lead times and, more recently, to ensure that central government grants could be utilised for purchases.

8. Governance

The Programme is now maintaining its own independent action and decision logs separate from those of the wider organisation. This is in addition to the Fast Draft system used to manage the main contract.

Overall, it is felt that the governance structure is sound. However, there have been issues with compliance. On occasion, decisions impacting the programme have been made outside the governance framework. Some decisions have been taken unilaterally in opposition to what had been agreed at the Programme Board. This has led to confusion and organisational risk and has damaged the reputation of the IDB.

Failures of compliance have also been recorded in communication. Complaint response deadlines have not been adhered to in multiple instances. TA recommendation is detailed below on how to address the compliance failures of the Programme.

9. Next Steps & Lessons Learned

8.2 Land Ownership

Land ownership boundaries need to be well understood. Assumptions surrounding the exact boundaries of the Board's ownership have caused issues at both Lapperditch and Oldbury on Severn. The issue at Lapperditch has resulted in ancillary equipment being constructed on third-party land (Fig. 8). This issue is currently being resolved through a negotiated agreement.

8.2 Stakeholder Engagement

Whilst early stakeholder engagement was undertaken with residents and, for the most part, set at an acceptable level and frequency, there were clearly issues with the level of understanding of complex elements of the construction. More care is needed in translating construction information into understandable expectations.

Adherence to the communication strategy also needs to be improved. Appropriate staff should communicate information and manage expectations carefully, ensuring that recipients are made aware that consultation is taking place and that the Board is not seeking permission or approval.

Currently, expectations around input into design have gone beyond what the Board should reasonably offer, and improvements to the strategy are required to rectify this failing.

9.3 Governance and Financial Controls

Stability of administrative support has been an ongoing issue, with two members of staff leaving in the last 12 months. No proper assessment of requirements was undertaken

when determining skill and resource needs. This has led to inconsistency in the management of governance and in reporting capability.

Programme-specific governance and financial controls have been established, and editorial control through password protection is set to be implemented.

10. Recommendations

It is the recommendation of the Civil Engineer and the Head of Operational Service that the following resolutions be agreed either en bloc or individually.

- The Board agrees a revised budget of £10.797m (Table 2) to enable the Programme to complete. Further variations and revised budgets will be reported and recommended respectively, in line with previous Board instructions.
- Using delegated powers, the Civil Engineer and Interim CEO will seek to employ a suitable support officer for the remainder of the current Capital Programme.
- A revised suite of specific governance arrangements and controls is submitted to the Board as part of its review of governance arrangements. These arrangements are to be presented to the Board at the February meeting.
- The capital programme is presented to and agreed by the full Board and delivered by whatever entity the Board sees fit.
- The capital programme is refocused on delivery for the benefit of IDB ratepayers, and decisions are made and recorded by the Programme management entity. Should decisions require review, this is done within the confines of the Board's governance. Action and decision logs are password-protected, and editorial control is maintained by document owners only.
- Land agent advice is sought for a formula to compensate landowners. Contractual arrangements are signed by either the Head of Operational Service or the Civil Engineer.

Appendix 1 Photographs

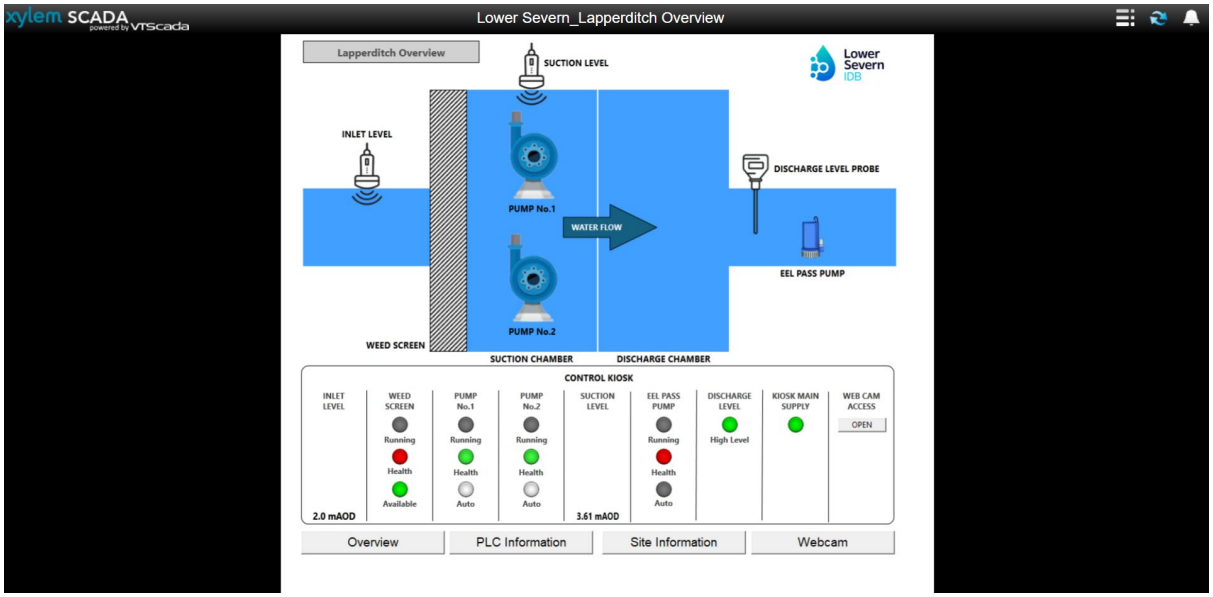


Fig. 1. Lapperditch Station Telemetry

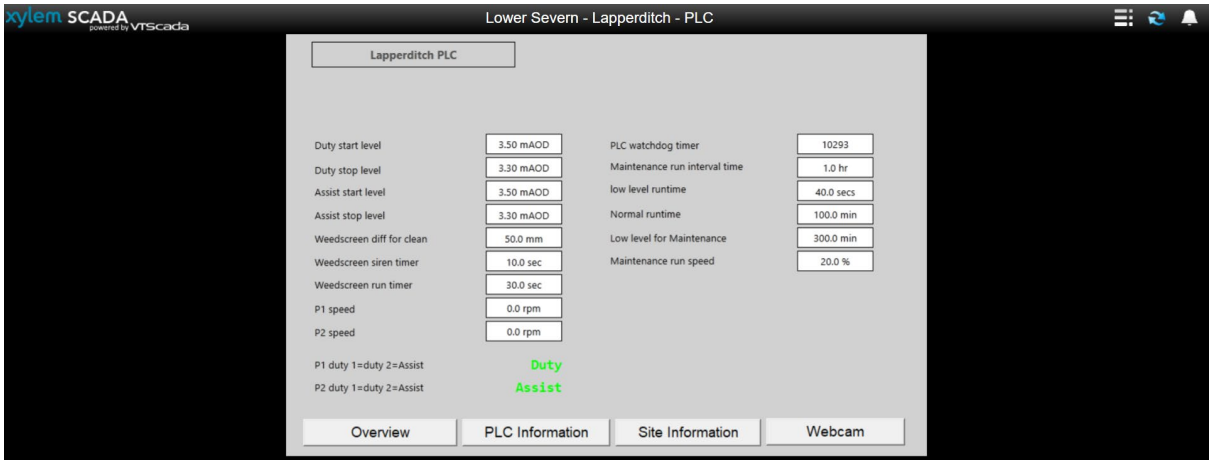


Fig.2. Lapperditch Station Telemetry



Fig.3. Lapperditch Controls



Fig.4. Marshfield Grab



Fig.5. Lapperditch Grab



Fig.6. Lapperditch inlet improvement



Fig.7. Marshfield d/s Access steps



Fig.8 Lapperditch d/s Access Steps

Oldbury Naite - Proposed Works_Cloud.rvt.png

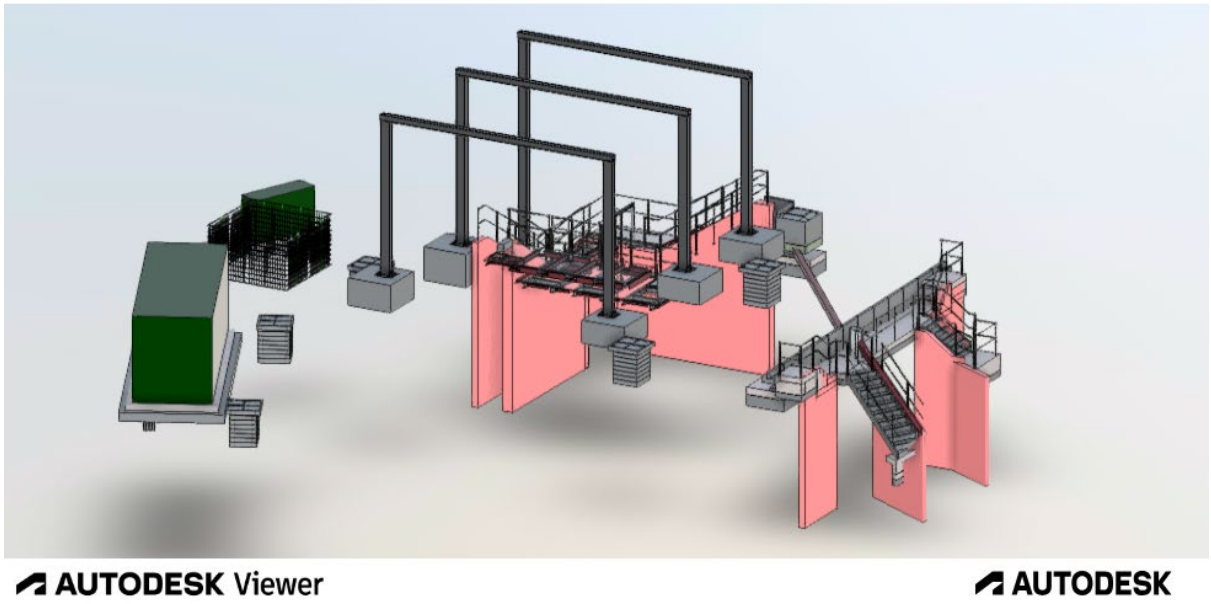


Fig.9 Oldbury on Severn design schematic

Finance Report

Year to date management accounts September 2026

Lower Severn IDB					
Income Statement	YTD	YTD			
Sep-26	**Actual**	**Budget**	Variance	Variance	**Comment**
Income	**Sep-26**	**Sep-26**	£	%	
Rates and Levies	1,070,917	1,071,405	-489	0.0%	Transfers, land splits and threshold adjustments
Grant Income	18,305	92,378	-74,072		Foreign water in (see cost below), & Grant Returned re land purchase
Fees & Recharges	955	12,600	-11,645		Works recharges, & Avonmouth development. Consents
Other Income	73,189	22,500	50,689		Money market and deposit account interest
Total Income	**1,163,366**	**1,198,883**	-35,517	-3.0%	
Expenditure					
Payroll	489,369	533,928	44,559	8.3%	Staff vacancies. LGPF Ers cost lower. No Programme Allocation.
Maintenance	162,824	180,913	18,089	10.0%	Timing difference and savings
EA Levies	120,438	118,077	-2,362	-2.0%	Foreign Water out - EA cost, revenue in Grants above
Travel	15,522	15,759	237	1.5%	Meetings/events/conferences
Administration	31,038	32,880	1,841	5.6%	Insurance, communication, subscriptions, office costs, and IT licences
Professional Fees	22,363	15,452	-6,911	-44.7%	Legal, audit, and consultant costs.
Depreciation	155,557	163,624	8,067	4.9%	Based on updated forecast
Loan Interest	49,347	53,842	4,495	8.3%	PWD Loan Interest, 2nd loan budgeted in 2026 moved to 2027
Bank Charges	5,643	6,732	1,089	16.2%	Bank and Deposit account costs
Total Costs	**1,052,101**	**1,121,208**	69,107	6.2%	
Net Surplus/(Deficit)	**111,265**	**77,675**	33,590		
Balance Sheet	At End	At End	YTD		
Sep-26	**March 2026**	**Sep-26**	**Change**		**Comment**
Fixed Assets	1,409,445	1,392,250	-17,195		Net of B/F net of depreciation year to date and additions
Assets under Construction	6,905,255	6,964,418	59,164		Pump programme WIP life to date, see programme cost report
Total Fixed Assets	8,314,699	8,356,668	41,969		Net of Additions less Depreciation
Stock +WIP	48,323	45,002	-3,321		
Debtors	-1,061,820	437,329	1,499,149		Levies prepaid 03/26. Balance re rates and levies in collection
Prepaid Expenses	58,807	62,619	3,812		Includes prepaid EA foreign water prepayment, reduces to year end
VAT	547,994	10,961	-537,033		VAT recoverable, high at 03/26 due to project invoices
Cash at Bank	1,487,813	1,552,351	64,538		Bank current account balance, plus deposit reserve.
Short Term Deposits	3,275,677	3,334,810	59,134		Deposit for pump programme ex grant funding
Current Assets	4,356,793	5,443,072	1,086,279		
Creditors	103,438	74,908	-28,530		Expenses on account with vendors
Accrued Expenses	292,364	316,471	24,107		Includes EA foreign water accrual, reduces towards the year end
Prepaid Revenue Rates	0	1,071,405	1,071,405		Revenue recognition phasing adjustment, will be zero at year end
Current Liabilities	395,802	1,462,784	1,066,983		
Net Current Assets	3,960,992	3,980,288	19,297		
Long Term Liabilities	1,900,000	1,850,000	-50,000		Public Works Loan, repayments made in June & December
Long Term Assets - Pension	2,798,000	2,798,000	0		LGPF actuarial valuation at 31 March 2026, counter entry below.
	13,173,691	**13,284,956**	111,265		
Capital Account	666,569	666,569	0		As of IDB amalgamation of 2005
Accumulated Reserve	602,913	602,913	0		Brought Forward from prior years(2022 as base pre-current programme)
Capital Reserve	8,914,126	9,025,391	111,265		Reserve for the current pump station replacement programme
Pension Reserve	2,798,000	2,798,000	0		See counter above.
Revaluation Reserve	192,083	192,083	0		As per property valuation March 2024. Update planned for March 2027
	13,173,691	**13,284,956**	111,265		

Finance Report
Forecast 2026/27

Lower Severn IDB					
Income Statement					
2026/27	**Forecast**	**Budget**	Variance	Variance	**Comment**
Income	**2026/27**	**2026/27**	£	%	
Rates and Levies	2,142,322	2,142,811	-489	0.0%	Transfers, land splits and threshold adjustments
Grant Income	112,530	184,755	-72,225		Foreign water in (see cost below), & Grant Returned re land purchase
Fees & Recharges	1,555	25,200	-23,645		Works recharges, & Avonmouth development. Consents
Other Income	135,851	45,000	90,851		Money market and deposit account interest
Total Income	**2,392,258**	**2,397,766**	-5,508	-0.2%	
Expenditure					
Payroll	1,069,708	1,060,021	-9,687	-0.9%	
Maintenance	343,738	361,827	18,089	5.0%	Limited breakdowns
EA Levies	240,877	236,154	-4,723	-2.0%	Foreign Water out - EA cost, revenue in Grants above
Travel	31,281	31,518	237	0.8%	Meetings/events/conferences
Administration	64,505	66,346	1,841	2.8%	Insurance, communication, subscriptions, office costs, and IT licences
Professional Fees	34,814	30,904	-3,911	-12.7%	Legal, audit, and consultant costs.
Depreciation	311,114	327,249	16,135	4.9%	Based on updated forecast
Loan Interest	110,638	154,430	43,792	28.4%	PWD Loan Interest, 2nd loan budgeted in 09/2026 moved to 01/2027
Bank Charges	12,375	13,464	1,089	8.1%	Bank and Deposit account costs
Total Costs	**2,219,050**	**2,281,912**	62,862	2.8%	
Net Surplus/(Deficit)	**173,208**	**115,854**	57,354		

Forecast 2027-2032

Lower Severn IDB	Forecast	Budget	Forecast	Forecast	Forecast	Forecast
Forecast	**Year**	**Year**	**Year**	**Year**	**Year**	**Year**
	2027	**2028**	**2029**	**2030**	**2031**	**2032**
	£	**£**	**£**	**£**	**£**	**£**
% change in rates	4.5%	4.3%	4.5%	3.3%	3.2%	3.1%
Rates	**14.00**	**14.60**	**15.25**	**15.75**	**16.25**	**16.75**
Pence /£100 of land A. Value						
Turnover	**2,254,852**	**2,573,990**	**2,626,293**	**2,694,889**	**2,763,563**	**2,844,817**
Net Income		**-22,036**	**-26,509**	**1,027**	**39,885**	**88,690**
Net Fixed Assets		**11,749,384**	**11,435,979**	**11,102,083**	**10,820,593**	**10,679,357**
Cash at Bank		**2,431,693**	**2,521,678**	**2,659,122**	**2,783,133**	**2,815,816**

For Information – Financial Statements for the 2025/26 Year

Lower Severn IDB					
Income Statement	Full Year	Full Year			
Mar-26	**Actual**	**Budget**	Variance	Variance	**Comment**
Income	**Mar-26**	**Mar-26**	£	%	
Rates and Levies	2,050,606	2,050,659	-53		
Grant and Fund Income	4,257,012	184,755	4,072,257		Grant received; & Foreign Water in - EA water out cost below
Fees & Recharges	47,233	3,600	43,633		Works recharges, and Avonmouth development consultation
Other Income	214,803	70,909	143,895		Interest on larger deposits, and higher rates, and insurance claims
Total Income	**6,569,654**	**2,309,923**	4,259,731		
Expenditure					
Payroll	964,496	897,759	-66,737	-7.4%	Net of Programme allocations. Reduced programme allocation
Maintenance	315,430	354,732	39,302	11.1%	Low level of breakdowns for the year
EA Levies	231,523	236,164	4,641	2.0%	Foreign Water out - EA, revenue in Grants above
Travel	30,552	30,900	348	1.1%	Meetings/events/conferences
Administration	65,244	58,710	-6,534	-11.1%	Additional Insurance and IT licences higher
Professional Fees	39,975	30,900	-9,075	-29.4%	Includes COS re Avonmouth consultation recharges above
Depreciation	264,591	456,003	191,412	42.0%	Project timeline change impacts, pump station asset life adjustment.
Loan Interest	102,662	102,662	0	0.0%	PWD Loan Interest
Bank Charges	13,496	13,200	-296	-2.2%	Bank and Deposits
Total Costs	**2,027,969**	**2,181,030**	153,061	7.0%	
Net Surplus/(Deficit)	**4,541,685**	**128,893**	4,412,792		

Lower Severn IDB				
Balance Sheet	At End	At End	YTD	YTD
Mar-26	**March 2025**	**March 2026**	**Change**	**Comment**
Fixed Assets	1,567,854	1,409,445	-158,410	Depreciation and timing of capitalisation of pumps, asset write off.
Assets under Construction	2,666,592	6,905,255	4,238,663	Pump programme WIP, see programme cost report
Total Fixed Assets	4,234,446	8,314,699	4,080,253	Net of Additions less Depreciation
Stock +WIP	28,363	48,323	19,960	Stock build to prior year levels, re fuel, pipes and fencing
Debtors	-1,016,154	-1,061,820	-45,666	03/2025 bal. includes prepaid rates for 2025/26, current balance Agri. Rates
Prepaid Expenses	53,214	58,807	5,593	Includes EA foreign water prepayment
VAT	262,664	547,994	285,329	VAT on Programme expenditure included which fluctuates
Cash at Bank	2,589,773	1,487,813	-1,101,960	Bank current account balance, plus deposit reserve. Spend on programme.
Short Term Deposits	2,676,888	3,275,677	598,789	Deposit for pump programme ex grant funding, interest earned
Current Assets	4,594,749	4,356,793	-237,955	
Creditors	919,726	103,438	-816,289	Expenses on account with vendors. Pump capital programme.
Accrued Expenses	75,463	292,364	216,901	Includes EA foreign water accrual
Prepaid Revenue Rates	0	0	0	Revenue recognition phasing adjustment, will be zero at year end
Current Liabilities	995,189	395,802	-599,387	
Net Current Assets	3,599,560	3,960,992	361,432	
Long Term Liabilities	2,000,000	1,900,000	-100,000	Public Works Loan, repayment made in June & December(6 monthly)
Long Term Assets - Pension	2,616,000	2,798,000	182,000	LGPF actuarial valuation at 31 March 2026, counter entry below.
	8,450,006	**13,173,691**	4,723,685	
Capital Account	666,569	666,569	0	As of IDB amalgamation of 2005
Accumulated Reserve	602,913	602,913	0	Brought Forward from prior years(2022 as base pre current programme)
Capital Reserve	4,372,441	8,914,126	4,541,685	Reserve for the current pump station replacement programme
Pension Reserve	2,616,000	2,798,000	182,000	See counter above.
Revaluation Reserve	192,083	192,083	0	As per property valuation March 2024.
	8,450,006	**13,173,691**	4,723,685	

Lower Severn Drainage Board Notable Payments
Payment Date From : 01/07/2026
Payment Date To : 30/09/2026

Payments 1 July to 30 September 2026

Supplier	Details	Net Amount
ADA	3 tickets for annual conference	450.00
ADOBE	Acrobat Pro Jul - Sep	323.52
ALLCAP	Brass Padlock	403.20
AMAZON	Laptop chargers, Headset, Coffee for Boardroom	114.26
ARCO	Polo shirts	323.28
ASHFORDS	Handbook & Contracts Advice	3,021.50
AVON ALARMS	12 months maintenenace fee from 31.08.26	93.00
AVON FIRE	New fire panel, installation, cabling, emergency lighting	1,705.00
AVON HYDRAULICS	Hose Assembly	716.80
B&Q	Hose Clip for fuel tank	5.00
BATSFORD	Assort creosoted posts & rails	2,745.73
CITATION	H&S Compliance Service Jul - Sep	514.26
BLIZZARD	Office telecoms & mobiles Jul - Sep	1,525.81
BRISTOL BATTERIES	Battery for WU73 CDE	100.90
BRISTOL WATER	Water Rates	96.88
BUILT INTEL	Fastdraft 01/08/26-31/07/27	3,480.00
BUTTIES	Jackson meeting lunch	20.38
CAR BUILDER	Hoses for stock	368.00
CARRR	Knotweed spraying Avonmouth	300.00
CERTAS	Gas Oil Deliveries Jul - Sep	12,665.85
CF CORPOR	Mobile Phones Lease Rental Jul - Sep	792.84
CHAINS DIRECT	Chainsaw chain and kit	250.25
CHANDLER	Tyre Sealant	39.12
COOPER	Assort Twinwall pipes and connectors	1,368.00
CORONA	Electricity Pump Stations & office Jul - Sep	6,670.28
CROMWELL	Workshop Consumables Jul - Sep	1,303.00
DIRECT 365	Feminine Hygiene Disposal Jul - Sep	33.47
DVLA	Variouis vehicle Tax's for Machines/Trucks	1,087.50
DYSON	Hoover head office	74.92
ELITE HYGIENE	Cleaning Jul - Sep	646.80
ENGINEER & HIRE	Weed Cutting Bucket for JCB & replacement Parts for Ridding Buckets	7,874.99
FAST FLUIDS	Hose and parts	65.08
FENTON	Demo vehicle Insurance 1 week	84.00
FILTRATION	Bowser Fuel spin on	327.84
FLOWFIT	Assort Hydraulic fittings for Stock	156.72
FORD FUEL	Various lubricants	1,002.20
FTS	Fuel tank level gauge	499.85
GALLEON	Paper towels	436.50
GAP SUPPLIES	Type One Stone, MDPE Pipes & membrane	921.28
GIFFGAFF	Monthly SIM	25.02
GIGACLEAR	Gigaclear works at Wicks Green & Longney Consultation	9,170.97
GLOS LGPS	Actuarial Recharge 31.03.26	810.00
GODWIN R	Mileage June	23.10

Total of Payments to be noted (net of Vat)

GREEN FARM	Renovation grass mix	405.00
HALFORDS	Air Con Cannisters	133.32
HALL RICHARD	Laydown Area Jun & Jul	1,375.00
HARDTRAC	Ram Refurbishment & Repair	1,218.00
HIGH STREET	High Street Vouchers	404.17
HITACHI	Service charge -& retail warranty 3 year extended	2,838.31
HM LAND REGISTRY	Lapperdicth enquiries	21.00
HORE J	Mileages for Jun & Jul	100.10
HR PEOPLE	HR Advice/Support	7,416.00
HYDROSCAND	Various Hose Assemby's for Machines	1,194.79
ICO	Annual Fee	78.00
INTERFLORA	Sympathy Flowers - several Occassions	104.58
IRELANDS	Replacement parts for Energreens	2,074.41
KN OFFICE	Reception Chairs, Logo Polo/Tee Shirts, Stationery, Promo Items	1,816.52
KONICA	Photo Copier Rental & printing	219.38
L&S ENGINEERS	Replacement Parts for Various Machines	625.20
LEADER AIR	Air Con Maintence new contract from 04.10.26	456.00
LEE'S MEND A SHOE	Keys Cut	15.00
LIDL	Water for Office	7.40
LINES	Updating members only website	145.00
MERRETTS	Various transport of machines & repairs to VX24 CYS	2,256.84
MICROSOFT	Microsoft 365 Copilot Jul - Sep	43.47
MOLE COUNTRY	Posts, sockets, plates, Gates	275.13
MOLSON	Aircon fix	400.00
MOOREPAY	Payroll costs & Employment Law Jun - Aug	1,102.37
MORETON C	Type 1 stone	434.62
MOTION	Contract supervision for May - Jul	18,296.00
MOWER DOCTOR	New Stihl MS400 Chainsaw & repairs to chainsaw	1,132.05
MULTI MAINTENANCE	Installation of Roller shutter door in yard	2,940.00
ORBITAL FASTENERS	Steel washers for stock	78.96
PITNEY BOWES	Franking Machine Postage top up & Hire	298.39
PKF LITTLEJOHN	AGAR YS 31.03.26	3,780.00
POST OFFICE	Special delivery charges	22.40
RANGE	Office Picture	12.49
REED	Administrator Agency Fees	779.81
RS COMPONENTS	Parts for fuel tank	32.61
SAFETY BOOTS	Safety boots	141.06
SAFETY LIFTING	Safety Lifting Gear & Slings	207.96
SAGE	3 Months Sage 50 Support	1,035.10
SAINSBURYS	Sun protection and insect repelent for workmen	207.92
SCREWFIX	Safety boots, Combi Drill, Various Plugs & Cables	278.08
SIMMS G	Mileages Jun & Jul	159.50
SIMPLY BEARINGS	Double lip rotary shaft & Bearings	18.06
SMITHS	Waste Management Jun - Aug	262.41
SOUTH GLOS	Business Rates Jul - Sep	3,381.00
SPALDING	Tubeless trye kit	143.31
SUNSTORE	Solar battery charger	76.85
SYSGROUP	Set up pump station teleletry (£2206) & monthly charges	4,033.96
TESCO	Fuel for Chainsaws & Water for Office	160.65
THORNBURY GOLF	Team building event 24.08.26 Lunch for GT & GS	79.38

Total of Payments to be noted (net of Vat)

TH WHITE	Dipstick for VX05 OGT	28.31
TINCKNELLS	Red Diesel & Derv Deliveries Jul - Sep	15,625.73
TOWING TRAILERS	Brake expander & Brake Cablefor bowser	64.19
TRAINLINE	3 x Train tickets ADA Conference	421.16
TYRERIGHT	Tyres for VX72 FUW	1,450.00
VAUGHAN AGRI	Long Life grease	696.00
WATER ENVIRONMENT	LSIDB Westgate Model Update	7,987.50
WATER MANAGEMENT	DRS Support Agreement 01.04.26-31.03.27	5,214.00
WESTERN TOWING	Brake Shoe Set	77.43
WILKIN CHAPMAN	Consultation re Co-Forest & legal advice	1,292.00
MORRISONS	Water for office	7.50
WOOD SMITH	Brushing Hook	53.29
WORLDPAY	Credit Card Fees/Subscription Jul - Sep	252.73
	Payments from 1 July 2026 to 30 September 2026 (net of vat)	**158,524.50**

Total of Payments to be noted (net of Vat)

Lower Severn IDB - Risk Register

(last update October 2026)

Category Key - 0 H&S, 1 Governance, 2 Finance, 3 Operations/Maintenance, 4 Human Resources, 5 IT Systems. 6 Strategic, 7 Reputation, 8 Legal,

Traffic light key - 1-5 Green, 6-12 Yellow, 15-20 Orange, 25 Red

#	REF	RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL	PROBABILITY LEVEL	Latest Level	MITIGATION NOTES	OWNER	Previous Level Nov 25	Change Indicator	Change Comment	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?	Nov-25	Green- Improvement. White- neutral Red- higher risk	Influencer	Actions and outlooks.	Actions affect	Changes since last risk measure leading to target
9	0.0	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	**10**		Nature of industry with ground work and workshop	Training and knowledge sharing.	**10**	New staff will bring increased risks due to learning curves and knowledge of risk points.
1	1.1	Failure to comply with key legislation and regulations	Legislative sanction by government, potential fines	4	1	**4**	Keep up to date with current legislation, audits, staff training	Executive Committee/Full Board/CEO	**8**		Knowledge network growth. Staff, ADA, Other IDBs. Policy reviews ongoing.	Complete Governance Audit. Policy update rota. Refer to Government sites for updates. ADA input/guide.	**4**	Knowledge growth within staff from completed governance audit, review of new ADA guide, staff service time, and expert network growth.
	1.2	Pump Programme is currently out of governance control.	Decisions, transparency, cost, PR, reporting, these impacts are at risk.	4	3	**12**	Reconstitute a reviewed committee and terms of reference protocol and implement	Executive Committee/Full Board/CEO	**New**		Programme Board suspended	Reconstitute a reviewed committee and terms of reference protocol and implement	**4**	Current Interim CEO will propose and carry through the governance structure for this project
2	2.1	Effect of inflation changes.	Budget overspent in year. Adverse rates impact. Cost increase re pump replacement programme forecast. War and supply chain effects	3	4	**12**	Refer to Govt. and other financial institution forecasts. Consider contingency.	Finance Committee and RFO	**8**		War and supply chain affects, fuel cost.	Review of forecasts. Variances to budgets review.	**4**	Latest inflation forecast shows an upward trend from the current 3.3%. Supply shortages and costs.
3	2.2	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	**8**		Inflationary forces. BoE expect lower rates but this contrary to inflationary influences.	Review of forecasts. Variances to budgets review.	**6**	Interest rates reductions have slowed so as to contain inflation and support softer spend curves. May rise in the current situation.
4	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	**5**		Still holding high level of deposits. An unsettled world heightens risk.	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.
5	2.4	Fraud	Loss of cash.	4	1	**4**	Internal controls. Audits. Regular management accounts & reports. Training of staff. Policies.	Finance Committee and RFO	**4**		Audit confirmation. Staff integrity.	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.
6	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	**6**		Review of Waterside Buildings CCTV. New yard store.	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.
7	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	**4**		Experienced staff.	Training of new staff, transfer of work area risks.	**4**	New staff will bring increased risks due to learning curves and knowledge of risk points.
8	3.3	Asset Failure	Downtime, cost impact, flooding,	4	1	**4**	Inspections, maintenance programme, spares/replacements, capital programme	Operation Service Committee/Hoos	**8**		New pump stations in construction. Mobile pump. Replacement schedule. Spare excavator.	New pump stations, maintenance, and replacement schedule.	**6**	The new pump station should bring a reduction in failures
10	3.4	Improper regulation of development, and control	Increased flood risk	4	1	**4**	Proper procedures for dealing with applications, Enforcement	Civil Engineer and Hoos	**4**		Avonmouth development/ Servenside	Set Procedures. Regular review and visits to development areas regularly	**4**	Contained process. Review and regular site visits
11	4.1	Inability to retain or recruit new staff	Flooding risk from delayed annual maintenance programme, Reputational risk	4	2	**8**	Keep up to date with market pay conditions, long notice re resignation and retirements as advance warning	Business Service/ SLT/Board	**12**		Improved quality and availability of staff. Use of agencies, word of mouth. Market remuneration offering. Succession.	Networking improvements, and OTE is good.	**8**	We now have a stable workforce and recent networking has yielded some good candidates.
	4.2	Change of leadership(CEO)	Knowledge transfer, planning, motivation, change, team	4	3	**12**	Recruit a new CEO into a safe long term environment	Business Services, Interim CEO, Board	**New**		Business Services, Interim CEO, Board	Recruit a new CEO into a safe long term environment	**4**	Change management and team building
12	5.1	Disaster to office premises/IT	Downtime, cost impact	4	1	**4**	Business Continuality Plan and Insurance	Business Services committee and executive committee	**4**		Reviewed and enhanced BCP.	Update to business continuity plan.	**4**	Consistent low probability.
13	5.2	Data Security Issues	Fines, Fraud, Reputation	4	1	**4**	Training, keeping up to date with legislation and cloud based data storage with cyber security	Business Service Committee and Executive Committee	**8**		Additional data security installed to counter Cyber crime. Training in place. Data centre and cloud technology used.	Training on cyber security and fraud emails. Insurance to cover this.	**6**	New insurance taken out for cyber security attacks. Staff training to being formalised/rolled out.
14	6.1	Impact of climate change	Increased workload, Increased cost, Asset Loss	4	2	**8**	Increased pump capacities, maintain channel capacities	Board	**12**		New pump station completion in progress with increased capacity. Waterway have good capacity through initial construction and maintenance.	Weather watch.	**8**	Forecast to be more challenging.
15	6.2	Flood Risk	Increased workload, Increased cost, Asset Loss	4	2	**8**	Increased pump capacities, maintain channel capacities	Board	**8**		New pump stations and continuous maintenance.	Weather watch.	**8**	New risk.
16	6.3	Very Long Term Climate Change Impacts	Future of the IDB	4	3	**12**	EA Liaison	Board	**12**		Local impact low to date. But heightened awareness.	Participation with the EA	**8**	To consider in Strategic plan update
17	7.1	Negative public perception of the LSIDB	Increased pressure to staff, reduced motivation	3	3	**9**	Comms Training, Comms Plan, transparency in communications	Board	**3**		Community consultations re Lapperditch over the last years have not achieved a positive outcome.	The consultation process has recently taken on a new process with open discussion and a commitment to improve the situation. This will be applied to the next two stations construction	**3**	The IDB should generally be of a low profile body.
18	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	Board	**3**		Community consultations re Lapperditch over the last years have not achieved a positive outcome.		**3**	The programme impact on local residents is a factor being monitored.

Pump Programme and Operations funding

The Board's Financial Regulations, which are currently under review, include a proposal to maintain cash reserves at a level approximately equivalent to annual turnover. The current policy requires reserves to be maintained at one-third of annual turnover.

This proposed amendment will be presented to the Board for review and approval at the February 2027 Board meeting. If approved, it will bring the Board's reserves policy into line with that of most other Internal Drainage Boards and help ensure sufficient cash reserves are available to respond to unforeseen events and financial pressures.

The table below illustrates the forecast cash balances over the coming years. Assuming expenditure remains broadly in line with approved budgets, the following scenarios are projected:

- If the full £2 million loan is drawn down, cash balances are forecast to remain broadly in line with annual turnover levels by year-end.
- If only £1 million of the loan is drawn down, cash balances are forecast to be approximately £1.5 million as at March 2028.
- If the loan is not drawn down, cash balances are expected to be approximately £0.5 million by March 2028, leaving limited headroom to accommodate cost increases or unexpected expenditure.

Overall, cash balances are expected to increase over the coming years; however, the extent of that increase will be influenced by the level of capital expenditure and any changes to the pump programme budget.

Lower Severn IDB	Forecast	Budget	Forecast	Forecast	Forecast	Forecast
Forecast	**Year**	**Year**	**Year**	**Year**	**Year**	**Year**
	2027	**2028**	**2029**	**2030**	**2031**	**2032**
	£	**£**	**£**	**£**	**£**	**£**
% change in rates	4.5%	4.3%	4.5%	3.3%	3.2%	3.1%
Turnover	**2,254,852**	**2,573,990**	**2,626,293**	**2,694,889**	**2,763,563**	**2,844,817**
Cash at Bank(aligned to turnover)	**4,966,428**	**2,431,693**	**2,521,678**	**2,659,122**	**2,783,133**	**2,815,816**
Loans(with additional £2m)	**3,800,000**	**3,600,000**	**3,400,000**	**3,200,000**	**3,000,000**	**2,800,000**
Cash						
With additional £1m loan		**1,508,752**	**1,650,483**	**1,866,453**	**2,080,321**	**2,206,560**
Without additional loan		**558,752**	**750,483**	**1,016,453**	**1,280,321**	**1,456,560**
Loan						
With additional £1m loan		**2,650,000**	**2,500,000**	**2,350,000**	**2,200,000**	**2,050,000**
Without additional loan		**1,700,000**	**1,600,000**	**1,500,000**	**1,400,000**	**1,300,000**

Lower Severn IDB

GOVERNANCE REVIEW
INITIAL FINDINGS AND PROPOSED GOVERNANCE IMPROVEMENT PROGRAMME

1. Executive Summary

1.1 Following the recent appointment of the Interim CEO, the Board commissioned a high-level review of its governance arrangements, principally to clarify decision-making powers and delegated authorities.

1.2 Although initially envisaged as a limited exercise, the review has identified a wider range of matters requiring attention, including the Board's constitutional arrangements, financial controls, regulatory powers, statutory compliance and longer-term financial risks.

1.3 Whilst these findings do not necessarily indicate that previous decisions or actions were unlawful, they highlight areas of uncertainty and weaknesses in existing arrangements which, if left unaddressed, could expose the Board to avoidable legal, financial, operational and governance risks.

1.4 A coordinated and proportionate Governance Improvement Programme is therefore proposed, drawing primarily on existing resources and established guidance. The Board is asked to approve the proposed approach and immediate actions, with a comprehensive suite of revised governance documentation presented for consideration on 3 February 2027, subject to any necessary statutory approvals.

2. Purpose of Report

2.1 To present the findings of a review of the Board's governance arrangements, undertaken at the behest of the Board following the appointment of the Interim Chief Executive Officer on 30 September 2026.

2.2 To identify the principal governance, financial and regulatory risks arising from the review and seek approval for a coordinated programme of improvements to strengthen accountability, internal controls and decision-making arrangements.

2.3 To seek approval of the proposed immediate actions and authorise the relevant Committees and Officers to progress the remaining work, with a comprehensive suite of revised governance documentation to be presented to the Board for consideration on 3 February 2027.

3. Background

3.1 The review has identified recurring uncertainty concerning the decision-making powers of Officers and the nature and extent of authority delegated to the Board's Committees.

3.2 Although the Board's governance arrangements were reviewed by a firm of solicitors approximately 18 months ago, the Board requested that the Interim CEO undertake a further high-level review, initially envisaged as a relatively limited exercise.

3.3 This review has identified a wider range of matters requiring attention than originally anticipated, encompassing the Board's constitutional and decision-making arrangements, financial management and reporting, drainage rates and special levies, Byelaws, allowances,

pension arrangements and emerging governance risks associated with the use of Artificial Intelligence.

3.4 The findings demonstrate the need for a more comprehensive, consistent and clearly documented framework, supported by appropriate controls, oversight and reporting arrangements.

3.5 It is proposed that these matters be addressed through a coordinated Governance Improvement Programme, drawing upon existing expertise, established guidance and previous advice, with the principal revised governance documents being presented for approval on 3 February 2027.

4. Standing Orders

4.1 The Board's existing Standing Orders were introduced in April 2021 and approved by Defra in May 2021. They differ in several respects from Defra's current model Standing Orders for Internal Drainage Boards.

4.2 The current quorum for Board and Committee meetings is half the membership plus one, equivalent to 15 Members for a full Board meeting. This is relatively restrictive and increases the risk of meetings being unable to transact business.

4.3 Defra's model Standing Orders provide for a quorum of one-third of the membership, equivalent to nine Members for the full Board. It is proposed that this arrangement be adopted.

4.4 The existing Standing Orders also require the Chairman and at least ten Members to convene a special meeting. It is proposed that the Chairman or Vice-Chairman be expressly empowered to convene special meetings where necessary, providing greater flexibility in dealing with urgent business.

4.5 The existing Standing Orders do not provide for virtual or hybrid meetings. Defra's model Standing Orders include provisions for such meetings in addition to face-to-face meetings, and it is also proposed that these be incorporated into the Board's revised Standing Orders. The ability to conduct virtual or hybrid meetings would provide greater flexibility, improve accessibility and reduce the risk of meetings being unable to proceed because of attendance difficulties.

4.6 The existing Standing Orders also require the quorum of the Board's Committees to be in the same proportion as the quorum required for Board meetings (half plus one), which does not give the Board as much flexibility as the model Orders when establishing and reviewing its committee structure. The model Orders allow the Board to determine the quorum of its committees.

4.7 Retaining the existing Standing Orders presents a number of governance and operational risks. The relatively high quorum increases the likelihood of meetings being inquorate, potentially delaying important decisions. The requirement for the Chairman and ten Members to request a special meeting may also impede the Board's ability to respond promptly to urgent business.

Furthermore, the absence of provisions for virtual or hybrid meetings unnecessarily restricts flexibility and may affect attendance and the timely conduct of business.

4.8 More significantly, decisions taken at meetings that are not properly convened or quorate or conducted in a manner not permitted by the Board's Defra approved Standing Orders, may be open to legal challenge. The proposed revisions will help reduce these risks by establishing clearer, more flexible and appropriately authorised meeting arrangements.

4.9 It is proposed that the Board approve new Standing Orders incorporating these changes at its meeting on 18 November 2026, with the revised document subsequently being submitted to Defra for formal approval.

4.10 The revised Standing Orders will take effect only when the necessary statutory approval requirements have been satisfied. Until that time, the existing Defar approved Standing Orders will continue to apply.

Proposed action: Approve the revised Standing Orders on 18 November 2026 and authorise their submission to Defra for formal approval.

5. Reserved Matters, Delegated Authority and Committee Structure

5.1 The review has identified significant scope to strengthen the Board's Reserved Matters, Scheme of Delegation, Financial Regulations and Committee Terms of Reference.

5.2 The existing Reserved Matters are relatively limited and do not provide a sufficiently comprehensive statement of those decisions which can only be made by the Board.

5.3 The Scheme of Delegation and Financial Regulations identifies certain powers delegated to Officers, including procurement authority within specified financial limits. However, the relationship between these delegations, the Board's Reserved Matters and the powers of its committees is not sufficiently clear.

5.4 The Terms of Reference for the four existing Committees - Business Services, Operations Services, Finance and Executive - do not consistently or clearly distinguish between advisory responsibilities and delegated decision-making powers.

5.5 The Terms of Reference for the Programme Board Working Group do not set out the full nature and extent of its delegated authority that has been recorded and amended in the Board's minutes during the last two years. The figures included in the detailed variance reports which are produced from information held outside the Board's Sage Accounting System do not always align with the RFO's financial reporting to the Executive Committee, Finance Committee and the full Board.

5.6 There is also some overlap between Committee responsibilities, particularly those of the Executive Committee and other Committees, creating unnecessary duplication, confusion and uncertainty concerning accountability.

5.7 The review has additionally identified a need to clarify the respective responsibilities of the Chairman, Vice-Chairman and Chief Executive Officer. Informal discussions between the Chairman, Vice-Chairman and Senior Officers should not be confused with formal decisions made under delegated authority.

5.8 It is therefore proposed to introduce a revised governance framework comprising:

a) A comprehensive Schedule of Reserved Matters, clearly identifying decisions retained by the Board.

b) A revised Scheme of Delegation, identifying the authority delegated to Committees and Officers, including financial limits, conditions and reporting requirements.

c) Revised Terms of Reference for all four existing Committees, expressly identifying whether each is advisory or has delegated decision-making powers.

d) A review of the Committee structure to eliminate unnecessary overlap and clarify the role of the Executive Committee.

e) Revised Financial Regulations aligned with the new governance and delegation arrangements.

f) A new Senior Leadership Team Committee comprising the CEO, CFO, Engineer and Head of Operational Services.

g) Reinstatement of the Programme Board Working Group, meeting monthly and comprising the Engineer, Head of Operational Services, CEO, CFO and three Board Members.

h) A formal Division of Responsibilities document clarifying the respective roles, powers and responsibilities of the Chairman, Vice-Chairman and CEO.

Senior Leadership Team Committee

5.9 It is proposed that the Senior Leadership Team Committee be established as the principal collective officer decision-making forum, with broad delegated authority to determine matters not expressly reserved to the Board or delegated to another Committee or Officer.

5.10 The intention is to establish a comprehensive and coherent delegation framework in which all decisions are clearly allocated to an appropriate decision-making group or Officer, avoiding gaps or uncertainty over responsibility.

5.11 The Committee's delegated authority will be defined in the revised Scheme of Delegation and Terms of Reference, subject to statutory restrictions, financial limits, matters reserved to the Board and any other express limitations.

5.12 The Terms of Reference will clarify the Committee's membership, quorum, decision-making arrangements, voting rights, record-keeping, reporting obligations and accountability to the Board.

Programme Board Working Group

5.13 It is proposed that the Programme Board Working Group be reinstated with immediate effect, which will provide a regular forum for coordinating and overseeing the Board's capital works programme.

5.14 The Working Group will meet at least monthly and include the Engineer, Head of Operational Services, CEO, CFO and three Board Members.

5.15 The CEO will ensure that its Terms of Reference clarify its functions, responsibilities and all previously approved delegations, including those established over the preceding two years and recorded in the Board's minutes but not reflected in the existing documentation.

5.16 The Engineer, as Programme Manager, will have responsibility for preparing and maintaining the Working Group's minutes, detailed variance reports, risk register and action logs, ensuring their accuracy and consistency with the programme's delivery arrangements. Formal approval of minutes and any decisions will remain with the Programme Board within its agreed governance procedures.

5.17 The Engineer, as Programme Manager will work with the CFO to ensure that the detailed variance reports reconcile with the Board's Sage Accounting software before they are put before the full Board for approval.

5.18 Any additional or revised decision-making powers will be expressly documented and approved by the Board in the usual manner.

Chairman and CEO Responsibilities

5.19 A Division of Responsibilities document will be introduced to distinguish the Chairman's leadership and governance role from the CEO's executive and operational responsibilities.

5.20 The document will also clarify the role of the Vice-Chairman and the status of advice or guidance provided to officers outside formal Board or Committee meetings.

5.21 This will help ensure that decisions are taken through the appropriate governance routes and that the distinction between Member oversight and executive management is clearly understood.

Proposed action: Delegate authority to the Business Services Committee to review the revised governance framework and make recommendations to the Board on 3 February 2027.

6. Drainage Byelaws

6.1 The Board's existing Byelaws date from 2001, prior to the establishment of the present Board in 2005 following the amalgamation of 3 predecessor Boards.

6.2 The existing Byelaws do not appear to provide a comprehensive and consistent framework covering the whole of the Board's current drainage district (they appear to exclude the areas covered by the former North Gloucestershire Drainage Board and Longdon and Eldersfield Drainage Commissioners).

6.3 It is therefore considered appropriate to introduce a new, consolidated set of Byelaws based on Defra's current model Internal Drainage Board Byelaws.

6.4 This will provide an opportunity to modernise and standardise the Board's regulatory arrangements and ensure that they are appropriate for the Board's current area and operational responsibilities.

6.5 Retaining the existing Byelaws presents a potential regulatory and operational risk, particularly given that they predate the establishment of the present Board and do not appear to provide comprehensive coverage of the current drainage district. This may limit the Board's ability to regulate activities that could adversely affect land drainage, water level management or flood risk within parts of its area.

6.6 There is also a potential risk of uncertainty or challenge concerning the application and enforceability of the existing Byelaws, particularly where their geographical coverage or statutory status is unclear. Introducing a new, consolidated set of Byelaws, based on Defra's current model and formally confirmed through the statutory process, will provide greater clarity, consistency and assurance concerning the Board's regulatory powers.

6.7 It is proposed that the Board approve, in principle, the introduction of new Byelaws based on Defra's model at its meeting on 18 November 2026.

6.8 The Operations Services Committee should be authorised to undertake the detailed review, with support from relevant Officers, and recommend the proposed new Byelaws to the Board on 3 February 2027.

6.9 Subject to the Board's approval of the proposed Byelaws, the necessary statutory making, consultation and confirmation procedures should then be progressed with Defra.

6.10 The introduction of new Byelaws will be subject to the statutory process and Defra's formal confirmation. This may therefore take up to 6 months to complete.

Proposed action: Approve the introduction of replacement Byelaws in principle on 18 November 2026 and delegate their detailed preparation to the Operations Services Committee for consideration by the Board on 3 February 2027.

7. Chairman's and Vice-Chairman's Allowances

7.1 The Board currently pays annual honoraria of £4,716 to the Chairman and £1,415 to the Vice-Chairman.

7.2 Under the Land Drainage Act 1991, payment of an allowance to the Chairman requires Ministerial authorisation.

7.3 Defra has previously authorised a chairman's allowance of £3,500 per annum in 2009. The current payment exceeds that amount, and the Board's arrangements should therefore be regularised as soon as possible.

7.4 The continuation of payments exceeding the amount authorised by Defra presents a risk of non-compliance with the statutory requirements governing the Chairman's allowance, together with potential financial and reputational implications for the Board. The absence of a clearly established statutory basis for the Vice-Chairman's honorarium presents a further governance and financial control risk.

7.5 It is therefore appropriate that the Board takes steps to regularise these arrangements, ensuring that future payments are properly authorised, transparent and consistent with the relevant statutory framework. Seeking Defra's approval for an increased Chairman's allowance will provide an opportunity to establish an appropriate and clearly authorised limit for the role, while the arrangements relating to the Vice-Chairman are considered separately.

7.6 It is proposed that the Board approve an application to Defra to increase the maximum authorised Chairman's allowance to £6,500 per annum.

7.7 This would provide greater flexibility for the Board to determine an appropriate allowance having regard to the responsibilities and time commitments associated with the Chairman's role.

7.8 The proposed increase would be subject to Defra's approval, and no increased payment should be made unless and until the necessary authorisation has been obtained.

7.9 The arrangements for the Vice-Chairman's existing honorarium will also be reviewed and regularised, recognising that any payment must have an appropriate statutory basis.

7.10 Any proposed arrangement involving the Chairman voluntarily foregoing part of their allowance will be considered separately and will not be treated as authority for a payment to the Vice-Chairman unless such payment is lawfully permitted.

Proposed action: Approve an application to Defra to increase the maximum authorised Chairman's allowance to £6.500 per annum and authorise the Interim CEO to progress the necessary correspondence and regularisation arrangements.

8. Drainage Rates and Special Levies - Valuation Records and Assurance

8.1 Section 37 of the Land Drainage Act 1991 establishes the statutory framework for determining the respective proportions of the Board's expenditure to be met through drainage rates on agricultural land and buildings and special levies on constituent billing authorities.

8.2 Section 37(5) requires the valuation of other land (non-agricultural land) to be determined by reference to historic rating and valuation records dating from 1990. These records are no longer readily available, and the Board does not hold copies of the original lists referred to in Section 37(5)(a) and (b).

8.3 Consequently, although the Board maintains aggregate valuations for the purposes of calculating drainage rates and special levies, it is not presently able to reconstruct the original valuation of other land from the underlying historic rating lists.

8.4 This presents a potential financial and governance risk, as the absence of the original supporting records may make it more difficult for the Board to demonstrate or defend the basis of its special levy calculations should they be challenged. It may also constrain the Board's ability to assess proposals for extending its drainage district, where the valuation of additional non-agricultural land would be required.

8.5 Section 37(2) of the Land Drainage Act 1991 requires the Board, before 15 February each year, to determine the aggregate annual value of chargeable agricultural properties and the aggregate value of other land for the following financial year, based on valuations as at the preceding 31 December.

8.6 It is therefore proposed that the Board expressly considers and approves these aggregate valuations each February, alongside its annual determination of drainage rates and special levies. The supporting report will identify the aggregate value and area of agricultural land and buildings, the value and area of other land attributable to each constituent billing authority, the resulting apportionment of drainage expenses and any material changes from the previous year.

8.7 These determinations will be formally recorded in the Board's minutes, with the supporting calculations and valuation records retained to provide a clear and auditable basis for the annual apportionment of expenditure. Whilst this will strengthen governance and accountability, it will not, of itself, replace the original underlying valuation evidence.

8.8 The Government has developed proposed new valuation regulations under powers introduced by the Environment Act 2021, intended to provide an alternative methodology for valuing non-agricultural land using more readily available information. The draft regulations have previously been consulted upon by Defra and are expected to progress through the Parliamentary approval process.

8.9 Subject to the final regulations being made and coming into force, it is proposed that the Board considers electing to adopt the alternative valuation methodology, including a desktop revaluation where permitted. This would provide an opportunity to establish a more

transparent, consistent and independently verifiable valuation basis, reducing reliance on historic records that are no longer available.

8.10 The financial and administrative implications of adopting the new methodology, including any effect on the apportionment of drainage rates and special levies, will be assessed before a formal election or implementation decision is made.

Proposed action: Introduce formal annual Board approval of the aggregate valuations and areas used to calculate drainage rates and special levies, commencing in February 2027, and monitor the introduction of the proposed alternative valuation regulations with a view to adopting the new methodology when legally available and appropriate.

9. Financial Reporting - Reconciliation of Project and Accounting Information

9.1 The review has identified a need to strengthen the arrangements for reconciling and reporting financial information relating to the Board's capital works programme.

9.2 The Engineer currently produces detailed programme expenditure and variance reports using information derived from FastDraft, the Board's project management system, while the Chief Financial Officer (CFO) prepares financial reports using Sage, the Board's accounting system.

9.3 There are material differences between the financial information produced from these systems, which are not currently subject to a sufficiently clear and documented reconciliation process. This creates ambiguity in the financial information presented to the Board and makes it more difficult for Members to assess programme expenditure, budget performance and the Board's overall financial position with confidence.

9.4 The differences may arise from the timing and recognition of expenditure, including accrued costs, outstanding commitments, early warnings of compensation events, project forecasts and accounting adjustments. These matters require further examination to establish the reasons for the differences and ensure that financial information is consistently defined and reported.

9.5 The absence of a formal reconciliation process presents a financial and governance risk, as the Board may be relying upon inconsistent information when monitoring expenditure, assessing budget variations, and making financial decisions.

9.6 It is therefore proposed that a monthly project financial reconciliation and reporting procedure be introduced, establishing clear responsibilities for the Engineer and CFO and ensuring that project financial information is reconciled to the Board's accounting ledger before reports are presented to the Board.

9.7 Under these arrangements, the Engineer, as Programme Manager, will be responsible for providing accurate and timely information concerning project expenditure, work completed but not yet invoiced, outstanding commitments, variations, and any early warnings of compensation events. The CFO, as Responsible Financial Officer, will retain overall responsibility for the integrity of the Board's accounting records, the appropriate recognition of expenditure and the reconciliation of project financial information to the accounting ledger.

9.8 The CEO will oversee implementation of the revised arrangements, including the resolution of material discrepancies and the establishment of appropriate reporting deadlines, review procedures and audit trails.

9.9 The new arrangements will be reflected in the Board's revised Financial Regulations or supporting financial procedures, with their effectiveness subject to appropriate management oversight and periodic internal audit review.

Proposed action: Introduce a formal monthly project financial reconciliation and reporting procedure, with clearly defined responsibilities for the CFO and Engineer, ensuring that financial information presented to the Board is accurate, consistent, and supported by an appropriate audit trail.

10. Local Government Pension Scheme - Employer Participation and Long-Term Financial Risk

10.1 The review has identified a further matter requiring clarification concerning the Board's participation in the Local Government Pension Scheme (LGPS) and its potential long-term financial obligations.

10.2 In 2014, the Board resolved to close access to the LGPS for new employees while allowing existing participating employees to remain in the Scheme. The Board currently has eight employees participating in the LGPS, with six employees enrolled in an alternative defined contribution pension arrangement.

10.3 It is not presently clear whether the Board's 2014 decision was formally communicated to, or recognised by, the LGPS administering authority, or whether the administering authority continues to regard the Board as an employer open to new entrants.

10.4 This uncertainty presents a potential financial and governance risk. In particular, the Board needs to understand the implications of its existing participation arrangements, including any continuing funding obligations and the circumstances in which an actuarial exit valuation or payment could arise.

10.5 Under Regulation 64 of the Local Government Pension Scheme Regulations 2013, an employer that ceases to have active contributing members may become an exiting employer, potentially triggering an actuarial valuation and an exit payment or credit, subject to the applicable regulatory provisions and funding arrangements.

10.6 Consequently, the Board should not assume that its financial obligations to the LGPS will automatically cease when its final active member retires or leaves employment. Depending on the circumstances and the funding position at that time, further contributions or other financial arrangements may be required.

10.7 The extent of any potential liability has not been established, and there is no evidence at this stage that the Board's existing participation arrangements are necessarily incorrect. Nevertheless, the potential financial implications warrant clarification so that the Board can properly assess and manage its longer-term obligations.

10.8 It is therefore proposed that the Interim CEO writes to the LGPS administering authority seeking confirmation of its understanding of the Board's employer status, the effect of the 2014 decision, the eligibility of new employees and the arrangements that would apply when the Board ceases to have active contributing members.

10.9 The response will be reviewed, and any material implications reported to the Board, together with recommendations for further action if necessary. Specialist pensions or actuarial advice will be considered only where the response identifies matters requiring further clarification or assessment.

Proposed action: Seek written confirmation from the LGPS administering authority of the Board's current participation status and potential future funding obligations, with the findings reported to the Board and any necessary follow-up action identified.

11. Potential Use of Artificial Intelligence and AI Governance

11.1 The increasing availability and use of Artificial Intelligence (AI) presents opportunities to improve operational efficiency, access to information and the consistent application of the Board's governance arrangements. However, it also introduces potential risks relating to information security, data protection, confidentiality, accuracy and accountability.

11.2 It is therefore proposed that the Board introduces a new AI Acceptable Use Policy to establish clear and proportionate rules governing the use of AI applications by employees and others acting on its behalf. The Policy will identify permitted and prohibited uses, information handling requirements, appropriate authorisation, verification of AI-generated outputs and responsibilities for ensuring that decisions remain subject to the Board's established governance and delegated authority arrangements.

11.3 The AI Acceptable Use Policy will be developed in conjunction with the Board's existing Data Protection Policy, information security arrangements and the proposed Incident, Non-Compliance and Governance Assurance Policy, and submitted to the Board for approval on 3 February 2027.

11.4 Following the approval and implementation of the revised governance documentation, consideration will also be given to introducing a secure, internally accessible AI-based governance assistant to provide Officers and staff with a readily available point of reference on the Board's Standing Orders, Financial Regulations, Scheme of Delegation, Reserved Matters, Committee Terms of Reference and other approved policies and procedures.

11.5 Such a facility could improve understanding and consistent application of the Board's governance arrangements by enabling employees to obtain guidance on relevant procedures, approval requirements and delegated authorities, supported by references to the underlying approved documentation.

11.6 Any proposed implementation would be proportionate to the Board's size and operational requirements and subject to appropriate information governance, data protection, security, accuracy and cost considerations. The facility would provide guidance only and would not

replace formal decision-making authority or professional advice. A further proposal would be brought to the Board if implementation were considered beneficial.

Proposed action: Prepare an AI Acceptable Use Policy for Board approval on 3 February 2027 and subsequently consider the feasibility of introducing a secure AI governance assistant to support employees in understanding and applying the Board's approved governance arrangements.

12. Implementation and Governance Assurance

12.1 The proposed improvements are intended to establish a coherent and comprehensive governance framework, with clear responsibilities, properly documented delegated powers and effective decision-making arrangements.

12.2 The Business Services Committee will coordinate its review of the principal constitutional and governance documents, supported by relevant Officers.

12.3 The Operations Services Committee will oversee preparation of the proposed replacement Byelaws.

12.4 The Interim CEO will coordinate the overall programme, ensuring consistency between the revised documents and the Board's wider policies and procedures.

12.5 The review will draw upon Defra's model documents, relevant statutory guidance, existing professional advice and the expertise available within the Board.

12.6 Additional external professional advice will be sought only where a material issue cannot reasonably be resolved through existing guidance, previous advice or internal expertise, and where such advice is necessary to support a lawful and properly informed decision.

12.7 Any expenditure on external advice will remain subject to the Board's Financial Regulations and established approval arrangements.

12.8 The target is to present the revised governance documentation to the Board on 3 February 2027. The Standing Orders, Byelaws and Chairman’s Allowance requiring Ministerial approval will take effect only when the relevant approvals from Defra have been received.

12.9 Pending adoption of the revised arrangements, the Committees and Officers will continue to operate under the existing governance framework, with any uncertainty concerning decision-making authority being referred to the Board directly.

12.10 The proposed governance improvements will also be aligned with a new Incident, Non-Compliance and Governance Assurance Policy, which has been drafted to establish a formal framework for identifying, recording, investigating, escalating and reporting significant incidents, material non-compliances and departures from established policies and procedures. It is proposed that this Policy be considered by the Board on 3 February 2027, alongside the revised governance documentation, to ensure consistency across the Board's governance and internal control arrangements. Pending its approval, significant incidents and governance concerns will continue to be reported and escalated through the Board's existing

arrangements. In the interim, a proportionate management register will be maintained to record significant incidents, material non-compliances and procedural departures, together with the actions taken and any matters requiring escalation to the Board.

13. Financial, Legal and Governance Implications

13.1 **Financial:** The programme will be undertaken principally using existing Officer resources and available guidance. Any additional professional advice or implementation expenditure will be subject to the Board's normal financial controls.

13.2 **Legal and regulatory:** The review has identified areas where the existing arrangements may give rise to legal or regulatory uncertainty, particularly concerning the conduct of Board and Committee meetings, the application and enforceability of the Board's Byelaws, and the statutory authorisation of allowances. If left unaddressed, these matters could increase the risk of decisions or actions being challenged, restrictions on the Board's ability to exercise its functions, or non-compliance with applicable statutory requirements.

13.3 **Governance:** The proposed improvements will strengthen accountability and decision-making, clarify decision-making powers and responsibilities, and establish a more comprehensive and consistent governance framework. In particular, they will reduce ambiguity concerning the respective roles of the Board, its Committees, Chairman, Vice-Chairman and Officers.

13.4 **Risk management:** The review has identified a number of governance and operational risks arising from existing arrangements. While these do not necessarily indicate that previous decisions or actions were invalid, they reinforce the importance of progressing the proposed improvements expeditiously. The programme will reduce uncertainty, strengthen internal controls and provide greater assurance that decisions are taken through appropriate and properly authorised governance arrangements.

14. Recommendations

The Board is recommended to:

14.1 Receive and note the findings of the Governance Review.

14.2 Approve the proposed Governance Improvement Programme, with a comprehensive suite of revised governance documents to be presented to the Board on 3 February 2027.

14.3 Approve revised Standing Orders, incorporating the proposed changes to quorum, special meetings and virtual/hybrid meeting arrangements, and authorise the Interim CEO to submit them to Defra for formal approval.

14.4 Delegate authority to the Business Services Committee to review and recommend revisions to the Reserved Matters, Scheme of Delegation, Financial Regulations, Terms of Reference for the four existing Committees and the proposed Senior Leadership Team Committee, and the Division of Responsibilities between the Chairman, Vice-Chairman and CEO.

14.5 Agree in principle to the establishment of a Senior Leadership Team Committee, comprising the CEO, CFO, Engineer and Head of Operational Services, with broad residual decision-making authority to be expressly defined in the revised Scheme of Delegation and Terms of Reference, subject to statutory and other applicable restrictions.

14.6 Approve the reinstatement of the Programme Board Working Group with immediate effect, comprising the Engineer, Head of Operational Services, CEO, CFO and three Board Members, meeting at least monthly, with the Engineer responsible for maintaining the minutes, detailed variance reports, risk register and action logs. The Engineer will work with the CFO to ensure that the detailed programme variance reports reconcile with the Board's Sage Accounting software before they are put to the full Board for approval. Serious consideration should also be given to implementing the Sage Project Accounting module as soon as possible.

14.7 Approve in principle the introduction of new Drainage Byelaws based on Defra's model and delegate authority to the Operations Services Committee to undertake the detailed review and recommend proposed Byelaws for Board consideration on 3 February 2027.

14.8 Approve an application to Defra to increase the maximum authorised Chairman's allowance to £6,500 per annum and authorise the Interim CEO to progress the application and associated regularisation arrangements, with no increase above £3,500 taking effect before the necessary approval.

14.9 Authorise the Interim CEO to coordinate the Governance Improvement Programme, drawing primarily on existing Officer expertise and Defra/ADA guidance, with further external advice sought only where necessary and within approved financial authorities.

14.10 Require a further report to the Board on 3 February 2027 presenting the revised governance documents, the outcome of the relevant Committee reviews and any outstanding statutory approval or implementation requirements.

14.11 Note the governance, legal, regulatory and operational risks associated with retaining the existing arrangements, as identified in this report, and endorse the proposed programme of improvements as a proportionate means of addressing those risks.

14.12 Agree that, commencing with the setting of drainage rates and special levies for the 2027/28 financial year, the Board shall formally determine and record the aggregate annual value and area of chargeable agricultural properties and the aggregate value and area of other land, including the values and areas attributable to each constituent billing authority, in accordance with Section 37 of the Land Drainage Act 1991.

14.13 Agree in principle that the Board should consider adopting the proposed alternative valuation methodology, including a desktop revaluation where permitted, once the relevant regulations have been made and brought into force, subject to a further report assessing the financial, operational and governance implications.

14.14 Agree that the proposed Incident, Non-Compliance and Governance Assurance Policy be submitted to the Board for consideration and approval on 3 February 2027, alongside the

revised governance documentation, with existing incident reporting, escalation and internal control arrangements continuing to apply in the interim.

14.15 Require the Interim CEO to introduce a monthly reconciliation process between the Board's project management and accounting systems, with clearly defined responsibilities for the CFO and Engineer, and to ensure that future financial and programme reports presented to the Board are consistent, appropriately reconciled and supported by a clear audit trail.

14.16 Authorise the Interim CEO to seek written clarification from the LGPS administering authority concerning the Board's employer participation status, the effect of its 2014 decision to close the Scheme to new entrants, and the potential financial implications when the Board ceases to have active contributing members, with any material findings and recommended actions reported to the Board.

14.17 Approve the development of an AI Acceptable Use Policy, establishing appropriate controls over the use of Artificial Intelligence within the organisation, for consideration by the Board on 3 February 2027, and note the potential future introduction of an AI-based governance assistant to support the consistent application of the Board's approved governance arrangements.

P J CAMAMILE

INTERIM CEO, LOWER SEVERN IDB

11 NOVEMBER 2026

Lower Severn IDB

PROPOSED COMMITTEE MEMBERSHIP Nov 2026 – Nov 2027

Finance Committee

Andrew Brown (1st choice)
Nikki Barton (1st)
Jimmy Nichols (2nd)

5 x Vacancies

Business Services Committee

Jimmy Nichols (1st)
Charles Daniell (1st)
Rachael Chamberlayne (1st)
Andrew Brown (2nd)
Simon Phelps (2nd)
Nikki Barton (2nd)
Mark Williams (2nd)
Jayne Stansfield (2nd)

8 Members – Committee Full if the 2nd Choices are willing to sit on 2 Committee's

Operation Service Committee

Simon Phelps (1st)
Mark Williams (1st)
Christine Wild (1st)
Jayne Stansfield (1st)
Robert Hyslop (1st)
Mike Barnes (1st)
Roger Godwin (1st)
Richard Hewlett (1st)

8 Members – Committee Full

Ex Officio

Mike Barnes, Chair of The Board
Cllr Matthew Riddle, Vice-Chair of The Board

Lower Severn IDB

CALENDAR OF MEETINGS – DECEMBER 2026 to MARCH 2028

Meeting	Date	Time
Finance Committee	02 December 2026	10:30am
Executive Committee	02 December 2026	10:30am
Business Services Committee	09 December 2026	2:00pm
Executive Committee	20 January 2027	10:30am
Full Board – Rate Setting	**03 February 2027**	**10:30am**
Executive Committee	24 February 2027	10:30am
Executive Committee	17 March 2027	10:30am
Operation Service Committee	05 May 2027	10:30am
Executive Committee	21 April 2027	10:30am
Business Services Committee	28 April 2027	10:30am
Finance Committee	19 May 2027	10:30am
Executive Committee	19 May 2027	10:30am
Full Board Meeting	**02 June 2027**	**10:30am**
Executive Committee	23 June 2027	10:30am
Executive Committee	21 July 2027	10:30am
Executive Committee	08 September 2027	10:30am
Business Services Committee	22 September 2027	10:30am
Executive Committee	20 October 2027	10:30am
Operation Service Committee	03 November 2027	10:30am
Full Board AGM	**17 November 2027**	**10:30am**
Finance Committee	01 December 2027	10:30am
Executive Committee	01 December 2027	10:30am
Executive Committee	19 January 2028	10:30am
Full Board – Rate Setting	**02 February 2028**	**10:30am**
Executive Committee	23rd February 2028	10:30am
Executive Committee	16th March 2028	10:30am