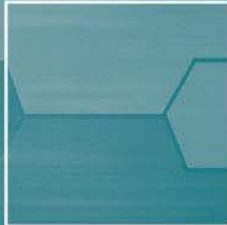


Defra

Internal Drainage Board Review: Extension

Project Report

December 2010



Entec
An AMEC company

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Internal Drainage Board Review: Extension

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1. Introduction

The purpose of this report is to provide further evidence to support the review of the Internal Drainage Boards being undertaken by Defra. This report follows on from Entec (2009 (*FL0224: Update of the 2006 Review of the Internal Drainage Boards Efficiency Evidence*)), which assessed financial returns data from the IDBs, to consider whether larger IDBs were more efficient. This report provides further evidence to explore the conclusions of the 2009 report in more detail. The project has explored the detail behind the financial returns data to help understand whether larger IDBs are more successful in delivering their responsibilities.

1.1 Definitions

A number of key concepts with regard to the function of IDBs are discussed in this report. Box 1 contains a definition of the terms used for the purposes of this report. These definitions have been supplied by Defra to ensure a consistency of approach between this study and its wider programme of work with IDBs (as it recognised that some of the terminology may be used with varying definitions in other contexts).

Box 1	Definition of key terms
	<p><u>Land Drainage</u></p> <p>This term includes both flood risk management and agricultural land drainage. It is about lowering water levels on or under the surface of the land to achieve a desired benefit. This is often to improve growing condition for agriculture but could be to reduce the flood risk or other objectives.</p> <p>In legislation (ie Land Drainage Act/ Water Resources Act] “drainage” includes</p> <ul style="list-style-type: none"> (a) defence against water (including sea water); (b) irrigation, other than spray irrigation; (c) warping; and (d) the carrying on, for any purpose, of any other practice which involves management of the level of water in a watercourse; <p><u>Flood Risk Management</u></p> <p>Managing flooding – essentially water on the surface of the land but can include water just below it - for the purpose of reducing the potential harmful consequences for—</p> <ul style="list-style-type: none"> (a) human health, (b) the social and economic welfare of individuals and communities, (c) infrastructure, and (d) the environment (including cultural heritage). <p><u>Agricultural Land Drainage</u></p> <p>Managing groundwater levels to facilitate agricultural production or increase the level of agricultural productivity. This often means more drainage of land than flood risk in itself would require. Channels would have to be deeper and gravity fed drainage becomes harder, than if the only thing that needed to be done was to protect the built environment.</p> <p><u>Water Level Management</u></p> <p>The management of flood and water levels (up or down) to achieve a variety of outcomes. For example, reducing the risks of flooding, facilitating the growth of crops or grass based farming enterprises, or maintaining features of the natural environment.</p>



1.2 Background to this Study

Internal Drainage Boards (IDBs) are responsible for land drainage in areas of special drainage need that extends to 1.2 million hectares of lowland England. There are also a number of boards in Wales, some of which are independent but a larger number managed by the Environment Agency. The IDBs are long established bodies operating predominantly under the Land Drainage Act 1991 and have permissive powers to undertake works to secure drainage and water level management of their districts. Some relevant points from the Act are included in Box 2.

Box 2	IDB powers and role as defined by the Land Drainage Act 1991
Land Drainage Act 1991	
Section 1: Internal drainage districts and boards	
(2) An internal drainage board shall-	
(a) exercise a general supervision over all matters relating to the drainage of land within their district; and	
(b) have such other powers and perform such other duties as are conferred or imposed on internal drainage boards by this Act.	
Section 14: General drainage powers of boards and local authorities	
(2) The powers mentioned in subsection (1) above are the powers, otherwise than in connection with a main river or the banks of such a river-	
(a) to maintain existing works, that is to say, to cleanse, repair or otherwise maintain in a due state of efficiency any existing watercourse or drainage work;	
(b) to improve any existing works, that is to say, to deepen, widen, straighten or otherwise improve any existing watercourse or remove or alter mill dams, weirs or other obstructions to watercourses, or raise, widen or otherwise improve any existing drainage work;	
(c) to construct new works, that is to say, to make any new watercourse or drainage work or erect any machinery or do any other act (other than an act referred to in paragraph (a) or (b) above) required for the drainage of any land	

A review of IDBs was announced in June 2005 when Elliot Morley, then Minister of State (Environment and Climate Change) at the time, wrote to IDB Chairmen advising them that Defra intended to engage consultants who, in consultation with the Environment Agency (Environment Agency), Association of Drainage Authorities (ADA) and others, would advise on the present IDB arrangements and how well each IDB fits into a broad model of how IDBs should be operating in the present day. In August 2005, Defra appointed JBA Consulting to undertake this review of IDBs. JBA were asked to make recommendations on suitable organisational arrangements that would ensure boards are efficient, accountable and representative of the interests of both drainage ratepayers and wider interests in delivering their flood management and other responsibilities, and to assess existing boards against these requirements.

JBA Consulting undertook a detailed consultation within the sector, including the IDBs themselves, Defra, Environment Agency, English Nature (now Natural England), the RSPB, the rate and levy payers and their representative organisations (National Farmers Union, Country Land and Business Association and the Local Government Association (LGA)), and other stakeholders who have a direct or indirect interest in water level and flood management in IDB districts. Following substantial consultation and analysis, JBA Consulting submitted their report to Defra on 28 February 2006.



The JBA 2006 Review presents a comprehensive review of the structure and performance of IDBs across England. The Review aimed to make recommendations on suitable organisational arrangements that would ensure boards are efficient, accountable and representative of the interests of both drainage ratepayers and wider interests in delivering their flood management and other responsibilities. The 2006 Review's conclusions were based on substantial consultation with IDBs, supported by analysis of 2004-5 audit returns (via IDB1 forms). A large number of conclusions were drawn from the Review, including:

- There is a need to ensure that IDBs meet a minimum size to allow them sufficient financial and administrative resources to meet future requirements. This could be achieved through the grouping/amalgamation of smaller IDBs;
- Amalgamation of smaller IDBs provides the opportunity for savings in administrative costs;
- The main opportunities for cost savings and improvements across IDBs exist particularly in Yorkshire, the Midlands and parts of the Fens.

The IDB Review Project Board (which includes representatives from Defra, ADA, Environment Agency and the Local Government Association) continued to review and assess these conclusions following the publication of the Review report in 2006. This ongoing work has focussed on delivering greater group-working between IDBs within sub-catchments, with a view to ultimately amalgamating IDBs to a single management organisation for each sub-catchment unit. Proposed sub-catchments were published by Defra in early 2008.

In 2008, the then Minister for the Environment, Phil Woolas MP, wrote to IDBs supporting the concept of water level management based on managing water levels through the whole catchment to achieve a reduction in flood risk to both urban and rural communities. He highlighted important role that IDBs have in the future of flood risk and water level management arrangements, and the recommendations of the Pitt Review. Most importantly, the letter encouraged IDBs to work together within the identified sub-catchments and re-iterated the ultimate goal that there should only be one IDB for each sub-catchment unit ensuring that each individual board has the best technical and financial capability to meet the future challenges of climate change. It was proposed that the new sub-catchment Boards be in place by 1st April 2013.

In 2009 Entec was commissioned by Defra to update some of the work on IDB efficiency indicators which was undertaken for 2004-05 in the 2006 JBA report. The 2009 analysis looked at IDBs by income size and whether or not they were the result of amalgamation, in consortia or had remained independent since 2006. Efficiency indicators included the proportion of maintenance and administrative costs of total expenditure, the use of IT and telemetry and the ability to deal with information requests. The Entec report concluded that the changes in the IDB sector, since the 2006 JBA study, have been beneficial in reducing the number of smaller income IDBs and increasing the number of larger IDBs. The key conclusion from the analyses of efficiency indicators was that with regard to administrative spend these larger IDBs are likely to have a greater stability, which will be of assistance in their forward planning. It was recommended that a longer post-amalgamation dataset be used to further verify the scale of administrative savings and wider benefits from IDB amalgamation.



In 2010 the Floods and Water Management Act was passed. The Act recognises and builds on the key role of IDBs in managing flood risk and contains a number of responsibilities which have been assigned to IDBs to enable them to undertake a role in flood risk management and sustainable development, alongside local authorities and the the EA. This Act did not make any provision for the compulsory amalgamation of IDBs¹.

1.3 Project Aims

This project was commissioned to build on this earlier work and to look in more detail at the role and function of IDBs, mainly through the use of case studies. The aims of this project are detailed in Table 1.1.

Table 1.1 Summary of project aims

Project Task	Description	Method
Task 1: Provision of benefits	To undertake case studies to investigate the efficiency benefits of larger IDBs and of IDBs operating at the sub-catchment scale. This includes consideration of the range of benefits that IDBs are obliged to provide, and whether these are provided more effectively and to a greater extent in larger IDBs;	Case studies involving 20 IDBs
Task 2: Distribution of Costs and Benefits	To further understand the distribution of costs and benefits in boards (i.e. whether expenditure can be clearly related to sources of income);	Case studies involving 20 IDBs. Review of IDB1 returns.
Task 3: Expertise and representation on Boards	To further understand the expertise and representation on boards.	Case studies involving 20 IDBs. Review of information available on Board websites

In understanding the project aims it should be noted that the project was commissioned in March 2010 before the change in government and the introduction of the concept of the role of “Big Society” and other policies as are envisaged in the Localism Bill. Though the undertaking of this study has, to some extent, been delayed by the formation of the Coalition Government in May 2010 the remit of the study has remained more or less unchanged by more recent political events and, though the data collated here may help inform these new policy directions with regard to the role of IDBs, it was not collated explicitly for this purpose.

1.4 Report Structure

The report is structured to clearly present information relating to each project objective:

- Section 2 describes the overall methodology, including development of the questionnaire, overall consultation approach, and other assessments undertaken;

¹ <http://www.defra.gov.uk/environment/flooding/documents/policy/fwmb/fwma-drainagefactsheet.pdf>



- Section 3 discusses the benefits of IDBs, and whether different sizes or types of IDBs are more effective in the provision of benefits;
- Section 4 discusses the distribution of costs and benefits. This includes some assessment of financial returns data, and consideration of to what extent it is possible to relate specific sources of income and expenditure;
- Section 5 considers expertise and representation on the boards;
- Section 6 contains overall discussions and conclusions.



2. Methodology

2.1 Overview

This project extension follows on from an analysis that was focussed on financial returns (IDB1) data, and resulted in recommendations of needing to improve the understanding of what was ‘behind’ the data. The methodology of this project extension is therefore more qualitative, seeking to understand the range of benefits, accountability and efficiency of the IDBs more holistically. This has been achieved by selecting a range of IDBs for more detailed case studies. Each selected IDB has been contacted with a questionnaire and by telephone for follow-up conversations. The nature of the consultation and the case study are described in more detail below.

In addition, some further analysis was undertaken of the financial data and by internet searches, to contribute towards the project objectives. These are discussed in Sections 2.5 and 2.6.

2.2 Consultation Approach

The first objective of this project is to assess case studies to investigate the efficiency benefits of larger IDBs and of IDBs operating at a sub-catchment scale. In order to achieve this, 20 IDBs were selected for case studies and consultation. The method of selection is described below in Section 2.3. The following approach was taken to consultation:

- Initial contact was made with the 20 IDBs by Defra, to inform them that the study was taking place and invite them to participate;
- A questionnaire and covering letter was posted to the 20 IDBs, with a six week response period;
- An initial phone call was made to each IDB to check they had received the questionnaire and see if they would prefer to have an electronic version by email;
- Some IDBs phoned while filling in the questionnaire to discuss and ask for advice. Those that did not were contacted again to check whether any help was required;
- IDBs that did not return the questionnaire within the six-week deadline were contacted to see if they would be responding;
- After all responses had been received and an initial assessment undertaken, all IDBs were contacted again to ask for clarification as necessary, and with a number of specific follow-up questions. These conversations were written up and sent to IDBs for final approval.

The results of the questionnaire and follow up conversations can be found in the Appendices, these comprise:

- Appendix A – communications log which records all project communications;



- Appendix B – a copy of the blank questionnaire;
- Appendix C – a copy of all questionnaire responses in an MS project database;
- Appendix D – a record of all comments given via telephone conversations.

2.3 Selection of Case Studies

The remit for the project specified the undertaking of 15 case studies. However in order to allow for the possibility that some IDBs might not respond to the consultation, 20 IDBs were selected for initial contact. A number of criteria were considered in the selection of the 20 case studies. These included:

- Whether the IDB was independent, part of a consortium, or had been amalgamated;
- The geographical location and size. This affects the type of maintenance the IDB has to undertake, and the proximity to other IDBs is important in considering the options for amalgamation or joining a consortium;
- The monetary size (based on income and/or expenditure). The main categories were the same as those used in the previous project, which were small (less than £100k income per year), medium (£100k-500k income per year) and large (over £500k income per year);
- Whether the IDB had a website (as an indicator of use of technology and availability of information to the public). In the end this factor was not considered explicitly, although a range of those with and without websites was achieved indirectly through other criteria;
- EA-administered IDBs: Defra agreed that EA-administered IDBs would not be included;
- Whether the IDB area was pumped or gravity drained, since this significantly affects the majority expenditure of an IDB. This is often related to the monetary size of the IDB.

After discussing the potential criteria with Defra, a final list of twenty IDBs was devised that:

- Has a wide geographical distribution across England and including Wales;
- Focuses on small and large IDBs (not medium, where possible) to make the distinction in size clearer;
- For consortia, includes a small and a large IDB within each consortium (where possible), to compare the benefits to different size IDBs in a consortium;
- Has an independent IDB relatively nearby one in a consortium to allow comparison.

The list of IDBs, and the reasoning for their selection, is presented in Table 2.1. The geographical distribution of the selected IDBs can be seen in Figure 2.1.



Table 2.1 Case Study IDBs

IDB	Location	Size (ha)	Status	Income	Pumped	Reason for selection
Airedale DC	Yorkshire and Humber	1,578	Consortium	<100 k (small)	N	York Consortium, small
Ouse and Derwent IDB	Yorkshire and Humber	20,771	Consortium	>500 k (large)	Y	York Consortium, large
Earby and Salterforth IDB	Yorkshire and Humber	222	Independent	<100 k (small)	N	Comparison of independent IDB to York Consortium
Hundred Foot Washes IDB	East of England	1,550	Consortium	<100 k (small)	N	Middle Level Commissioners, small
Ramsey IDB	East of England	300	Amalgamation	<100 k (small)	Y	Comparison of small amalgamated IDB to Middle Level Commissioners
Selby Area IDB	Yorkshire and Humber	20,799	Consortium	>500 k (large)	Y	Shire Group, large
Fairham Brook IDB	Yorkshire and Humber/ East Midlands	1,530	Consortium	<100 k (small)	N	Shire Group, small
Kingston Brook IDB	East Midlands	1,021	Independent	<100 k (small)	N	Comparison of small independent to Shire Group
Lower Axe IDB	Southwest	9,755	Consortium	>100 k (medium)	Y	Somerset Consortium, medium
Parrett IDB	Southwest	28,874	Consortium and amalgamation	>500 k (large)	Y	Somerset Consortium, large
Braunton Marsh DB	Southwest	1,032	Independent	<100 k (small)	N	Comparison of small independent IDB to Somerset Consortium
Broads IDB	East of England	21,705	Consortium and amalgamation	>500 k (large)	Y	Water Management Alliance, large
East Harling IDB	East of England	3,641	Independent	<100 k (small)	N	Comparison of small independent to Water Management Alliance



Table 2.1 (continued) Case Study IDBs

IDB	Location	Size (ha)	Status	Income	Pumped	Reason for selection
Skeffling DB	Yorkshire and Humber	1,212	Independent	<100 k (small)	Y	Small independent IDB. Informal grouping with other Humberside IDBs
Tickhill IDB	Yorkshire and Humber	1,390	Consortium	<100 k (small)	Y	Consortium with Lindsey Marsh and others (GAITE boards)
Lindsey Marsh DB	East Midlands	50,553	Amalgamation and Consortium	>500k (large)	Y	Large amalgamated IDB. Provides East Midlands coverage
Black Sluice IDB	East Midlands	50,399	Independent	>500 k (large)	Y	Large independent IDB. Provides East Midlands coverage
Lower Severn IDB	Southwest	21,703	Amalgamation	>500 k (large)	Y	Large amalgamated IDB. Provides Southwest coverage. Recently amalgamated (2005)
Powysland IDB	West Midlands/Wales	7,123	Independent	<100 k (small)	Y	Provides West Midlands/Wales coverage
River Stour (Kent) IDB	Southeast	16,004	Independent	>100 k (medium)	Y	Provides Southeast coverage (most others are EA in this area)



2.4 Questionnaires

2.4.1 Questionnaire Development

The questionnaire was drafted based on the three main objectives of the project, including:

- Delivery of key roles and benefits (Sections 1 and 2 of the questionnaire);
- Financial accountability and efficiency (Sections 3 and 4);
- Board representation (Section 5).

The main aim was to compare the responses between smaller and larger IDBs to establish the differences in functioning and efficiency. Comparisons between IDBs that remain independent, have been amalgamated, or are part of a consortium would also be undertaken. It was originally anticipated that the questionnaire would have a separate section for IDBs that had been amalgamated, to identify changes as a result of amalgamation. It was, however, decided that it would be more helpful for all IDBs to respond to every question. As a result, questions were re-worded to that they did not specifically mention changes due to amalgamation, but asked about any kind of change in the last five years. This broader approach also allows IDBs to show how their practices are evolving, even if they have not been amalgamated or joined a consortium during that time.

A first draft of the questionnaire was issued to Defra, who shared it with Natural England, the Environment Agency, and the Association of Drainage Authorities (ADA). Feedback from those parties was received from Defra during a meeting on 13th May 2010. All feedback was incorporated into an updated version of the questionnaire, which was agreed with by Defra.

2.4.2 Content of the Questionnaire

Table 2.1 summarises the subjects that were taken in to account in developing the questionnaire. These consider different aspects of policy objectives and IDB key roles that had been identified by Defra (and other parties). These were considered alongside the main objectives and accompanying descriptions provided by Defra in the project brief.



Table 2.2 Subjects to be covered in the assessment

Subject/expected role of IDBs	Sect.1	Sect.2	Sect.3	Sect.4	Sect.5	Other sources
Contribute to delivery of public goods: Agricultural land management/ sustainable food production	To be discussed in report but not included in questionnaire					
Contribute to delivery of public goods: Biodiversity and environmental management	Y					Published BAPs. MAGIC website. Natural England. EA (WLMPs)
Partnership role in flood risk management		Y				Flood risk management reports and forums. EA and Local Authorities
Cost-effective service to landowners and residents (value for money)	Y	Y	Y			
Clearly accountable to funding providers (transparency)			Y			Published accounts; IDB1 returns
Financial efficiency (volunteer time)				Y		
Strengthening asset management arrangements (managing maintenance/ inter-annual variability)			Y			
Separate accounting for each role			Y			
Evaluate board size and membership (Local Authority representation)					Y	IDB websites
Evaluate board size and membership (democracy)					Y	Published elections and board meetings
Form more formal and strategic relationships with EA		Y			Y	

The final questionnaire is included in Appendix B. A summary of the purpose of each Section of the questionnaire is presented below, and the questions are explained individually in Table 2.3.

Section 1

Section 1 focuses on the IDBs’ role in encouraging and maintaining biodiversity within the ditch network and land it manages. It was expected that some IDBs may not historically have actively considered biodiversity, and this was not necessarily considered to be disadvantageous to them as they had not been required to do so to any great extent until recently. However, as all IDBs were required to have produced a Biodiversity Action Plan (BAP) by the end of March 2010, all IDBs should now be able to at least show intention to adapt their practices for biodiversity. The questions were therefore designed to look for evidence of intention rather than solely focussing on results.



Section 2

This section focuses on the IDBs' functions with regard to flood risk management. The section considers how widely the IDB has been involved in flood risk management and planning at a strategic level, as well as how they manage and are involved with flood risk on their own land.

In the brief for the project, potential indicators for the provision of benefits by IDBs included a record of the number of flooding events. However this implied that flooding should be minimised on IDB land, which was not necessarily considered to be appropriate, particularly as some areas may be deliberately used for flood storage and so flood event occurrence would not be a good indicator as to the flood risk management benefits from IDBs. This indicator was therefore adapted and the result is Question 5b (looking for evidence that the IDBs record flooding events), and Question 5e (asks for information about any designated flood storage areas and how they are managed).

Section 3

Much of the assessment of financial data can be carried out from the IDB1 returns (as already undertaken by Entec, 2009). However some clarification regarding the returns data and IDB internal accounting was necessary, which Section 3 was designed to provide.

Section 4

There has been some concern that increasing the size of IDBs could result in the loss of 'volunteer time' (for example landowners voluntarily undertaking work on their own land) and that, as a result, labour costs might increase. The questions in this section are to establish the extent to which IDBs benefit from volunteer labour. 'Volunteer labour' was separated in to administrative and maintenance roles, to ensure that some distinction was received in the answers. The questions also sought to establish whether there had been any change in volunteer contributions over time.

Section 5

This Section is designed to expand on the information that is available on IDB websites regarding their board composition.

Agricultural Land Drainage

Agricultural land drainage is an important function of an IDB and, along with Flood Risk Management, is used to define its Land Drainage function. Questions were asked about the financial split between this function and that of flood risk management and biodiversity, but no further specific sections of the questionnaire were devoted to it as it was considered that this area had been covered by earlier studies and, unlike the areas of flood risk management and biodiversity, has had not been recently effected by additional guidance or legislation.



Table 2.3 Questions included in the final version of the questionnaire

Question	Explanation
Section 1	
<p>1. Has your IDB produced any of the following documents within the last five years? If so, please specify who wrote them (specifying whether it was written in-house or by a consultant), and where possible provide a web link or other reference</p> <p>> Biodiversity Action Plan; Water Level Management Plan; Ecological survey reports</p> <p>2. Please identify if any of your management and maintenance practices also provide benefits for wildlife. In particular please indicate:</p> <p>a. For what proportion of your watercourse network have you adapted your management practise to provide benefit to wildlife</p> <p>b. Provide examples of the types of adaptations by which you provide those benefits</p> <p>c. Recognising that your BAP may only have been produced this year, please outline whether, and how, you intend to change your management and maintenance practices to reflect the plan?</p> <p>d. Please attach supporting evidence regarding your existing and/or future management practices, such as an annual maintenance schedule or contractor's plan</p> <p>3. Are you aware of any Catchment Sensitive Farming initiatives covering your IDB area? If so, please describe any involvement that you have</p>	<p>This provides evidence that the BAP has been produced (as required by March 2010), and considers the extent to which biodiversity considerations have been taken beyond the minimum.</p> <p>WLMPs are only required in some cases, where water-dependent SSSIs are within the board's area, so validation is required of whether this question is relevant for each IDB</p> <p>Seeks evidence of adapting management and maintenance practice for the benefit of biodiversity (guidance on this was produced by Natural England and ADA in 2008). The questions were left relatively open so that not too many 'hints' were provided.</p> <p>Part a. of this question also attempts to quantify the extent of area over which biodiversity is considered.</p> <p>The purpose of this question is to consider wider IDB involvement in catchment-scale farming and biodiversity considerations.</p>
Section 2	
<p>4a. Is there a flood risk management partnership in existence or being formed in your area? How do you (or how do you intend to) engage with the group?</p> <p>4b. During the last five years, has your IDB had input to any of the following strategic flood risk planning activities or documents?</p> <p>> Strategic Flood Risk Assessment/ Strategic Flood Consequence Assessment; Water Cycle Study; Catchment Flood Management Plan; Surface Water Management Plan; Shoreline Management Plan</p> <p>4c. Were you satisfied with your level of involvement in the documents listed above? Do you have any future plans to increase your involvement?</p> <p>5a. Does your IDB have an emergency flooding response plan? If yes, when was it last updated? Please provide documented evidence of the plan.</p> <p>5b. Does your IDB keep records and details of flooding events? If possible please attach an example of a flooding record.</p> <p>5c. Is there a flood resilience forum in your area? If so, how do you engage with the group?</p> <p>5d. If appropriate, provide an example of how you have contributed to flood resilience through your management practices.</p>	<p>Flood Risk Management Partnerships are in the process of being set up across the country. This question was to gauge the level of involvement and/or interest of the IDB in being involved in these partnerships.</p> <p>A variety of types of flood risk planning strategies are developed by Local Authorities and the Environment Agency, for which IDBs should, in general, be a consultee. This question assesses the extent to which IDBs have been involved in flood planning in their area, whether they wish to become more involved, and whether they feel that their contributions are taken in to account.</p> <p>The JBA questionnaire in 2005 considered the ability of the IDBs to plan for and respond to flooding events in their area. This question repeated the 2005 questions, designed to see whether IDB practices had changed over the last five years. This question also helped to put IDB's own planning in the context of wider strategic planning (from question 4).</p> <p>The purpose of this question was to further understand the IDB role in emergency flood planning in the area.</p>



Table 2.3 (continued) Questions included in the final version of the questionnaire

Question	Explanation
<p>5e. Do you have areas designated for flood storage in your IDB area? If so, please describe your management of them.</p>	<p>This question was derived in recognition that Flood Risk Management does not necessarily mean universal avoidance of flooding, i.e. the use of some rural areas as flood storage may benefit other parts of the catchment. This question identifies whether any formal flood storage is provided by the IDB, and seeks to understand how they are managed (including interacting with EA).</p>
Section 3	
<p>6. On the IDB1 financial form completed each year for Defra, there is a category entitled "All other income". In the past five years you have recorded income in this category as shown in the table below. Please identify the source(s) of this income.</p> <p>> Relevant values inserted to table for each IDB</p> <p>6b. On the IDB1 financial form completed each year for Defra, there is a category entitled "All other expenditure". In the past five years you have recorded income in this category as shown in the table below. Please identify the purpose(s) of the expenditures, and identify if the expenditure is linked to a particular source(s) of income.</p> <p>> Relevant values inserted to table for each IDB</p>	<p>Although income and expenditure are sub-divided on the IDB1 return forms, the 'other' categories are used with great variety between IDBs and between years. This question was designed to identify what ends up in the 'other category'. Question 6b also contributes to consideration of matching incoming with expenditure.</p>
<p>7. Please confirm the breakdown of your total expenditures on maintenance and other works, according to their main purpose. Where possible, please specify the source(s) of income related to each category.</p>	<p>One of the workstreams of the IDB review is to "Account separately for agricultural land drainage and urban/environmental management". The purpose of this question is to identify the extent to which IDBs already achieve this separation in accounting, and how clearly categories of income and expenditure are related.</p>
<p>8a. Please describe any changes to your sources of income over the last five years, and the reasons for any such changes.</p> <p>8b. Please describe any changes to your expenditures over the last five years, and the reason for any such changes.</p> <p>8c. Please provide evidence, such as an Asset Management Plan, of how you anticipate your expenditure in future years (particularly for infrastructure such as pumping stations).</p>	<p>Two considerations in planning the questionnaire were to:</p> <p>Establish whether the income and expenditure of IDBs that have amalgamated has changed;</p> <p>Understand inter-annual variability, and the extent to which future expenditure can be predicted.</p> <p>Question 8 covers both of these points.</p>
Section 4	
<p>9a. Please list any volunteer administrative positions held in your board over the last five years, and provide an approximate amount of time (per week, month or year) contributed.</p> <p>9b. Has the level of volunteer contribution changed over the last five years? If so, please describe the changes that have occurred and indicate any reasons for this change.</p> <p>10. Do you receive assistance with maintenance and/or water level management from any of the following parties?</p> <p>> Landowners; Volunteer groups/conservation organisations; Other</p>	<p>The purpose of this question is to understand whether smaller IDBs benefit more from 'volunteer' work, which may be lost if IDBs are amalgamated to larger size. Part b. of the question is to look for changes in volunteer time in IDBs that have recently amalgamated.</p> <p>This question seeks information on the level of contribution to maintenance activities that 'other' parties carry out. For example, biodiversity improvements carried out by conservation volunteer groups, or landowners carrying out their own drain maintenance. The purpose is the same as question 9.</p>



Table 2.3 (continued) Questions included in the final version of the questionnaire

Question	Explanation
Section 5	
<p>11. What level of involvement do you have with the following? (e.g. informal contact, attendance at board meetings, land management agreements)</p> <p>> Agricultural landowners, industry, local community, Environment Agency, Natural England/CCW, Local Authority, Local Biodiversity Action Plan (LBAP) group; Other conservation organisations (specify)</p>	<p>This question combined two aspects:</p> <p>Improving knowledge about interactions of the IDB with other organisations;</p> <p>Understanding board composition and expertise on the board.</p>
<p>12a. Please list the elected board member positions and describe their method of selection.</p>	<p>The purpose of this question is to further understand the process of election of board members. While it is recognised that there is a formal election process that boards must follow, the aim of this question was more to establish how people come to stand for election, and the level of competition that normally exists. For example, how do people decide to stand, and would anyone who offers to stand be elected, or does the board have minimum suitability criteria. This ties in to question 13, on whether the IDB has difficulties filling any positions.</p>
<p>12b. What is the Local Authority representative on your board's role in the Local Authority?</p>	<p>This question seeks to understand the range of expertise and interest represented by Local Authority appointees to the board. This includes considering whether the representatives are councillors or officers; whether councillors are executive members or back-benchers; what selection criteria the LA has.</p>
<p>12c. Are you happy that your current board membership best meets your needs? What improvements could be made?</p>	<p>This question gives boards the opportunity to comment on whether they think their current structure is appropriate.</p>
<p>13. Have you had any difficulties filling vacancies on your board over the past 3 years? If so, please specify which posts, and for how long they have been vacant.</p>	<p>The purpose of this question is to contribute to consideration of whether board structure is appropriate and the extent to which board positions are contested.</p>
<p>14. Please identify other IDBs that you have regular contact with and the purpose of the contact.</p>	<p>Seeks to clarify working relationships, including but not restricted to formal consortia.</p>

2.4.3 Questionnaire Responses

19 out of 20 IDBs returned the questionnaire. The responses have been incorporated in to a MS Access database, which will be included with the final report.

2.4.4 Follow-up after Questionnaire

Based on the responses received on the questionnaire, it became evident that some questions had received 'better' answers than others (i.e. providing the types of information that the question had aimed to achieve). Also the responses indicated some further issues that it was of interest to address further. A few follow-on questions were therefore developed, which were discussed with Defra at a meeting on 21/9/10, and refined based on their comments.



All IDBs who returned the questionnaire received follow-up phone calls (or had messages left if they were not available), allowing more general discussion about the review process and the follow-up questions to be discussed. The main follow-up points are summarised below²:

- Follow up to Question 7. This clearly was not an easy question to answer. Some did not answer it at all and in most other cases, it was difficult to tell how meaningful the division of costs between roles was. An alternative approach was suggested to establish whether there were *any specific sources of income that are spent on specific programmes*, e.g. income for biodiversity projects or specific flood alleviation programmes;
- Follow up to Question 8. This question asked whether income or expenditure had changed over the last five years. However for IDBs that have amalgamated within the last five years, a more specific question was asked in the follow up regarding *How has amalgamation affected your income and expenditure?*
- Further detail relating to Question 10. The information provided on volunteer maintenance time was generally sparse. Further questions were asked to obtain more detail, and to make sure the wide possible connotations of ‘volunteer time’ were taken in to account. The question of whether volunteer contributions had changed over time was also raised (particularly following amalgamation);
- Further detail relating to Question 12 regarding Local Authority representation (for example back-bench vs executive members, and whether the IDB has any input in to the council’s selection of board members).

2.5 Assessment of Financial Data

The purpose of this was to contribute to Task 2 of the project brief on “Distribution of costs and benefits”, and in particular to determine whether expenditures can be related to the source of finance. Some information on financial accounting and reporting was obtained through the questionnaire, as described above (particularly Questions 6 to 8). This was supplemented by some further assessment of the IDB1 returns data, all of which should be read in context of Entec (2009). The additional assessment of returns data carried out for this task involved comparing sources of income and expenditure to assess the relationships between the two.

Five years of audit data were provided by Defra in the form of IDB1 returns for the periods of 2003-04, 2004-05, 2006-07, 2007-08, and 2008-09. The IDB1 return form contains information pertaining to sources of income as well as sources of expenditure for each Internal Drainage Board. A comparison of each income source could therefore be made to each expenditure category on a year to year basis and any relationship between the two could be identified.

² Although due to the nature of the phone calls, in which we wanted to allow the IDBs a chance to give their opinion on the review process, not all questions were answered in all cases



Relationships between sources of expenditure and sources of income were explored for three income categories (<£100k, £100k- £500k, and >£500k). Any relationship between sources of income and expense were also looked based on a Drainage Board's affiliation with a Consortium, or whether it acts independently or as an amalgamation of two or more Drainage Boards. Only current IDBs were used in both analyses, which were taken from the 2008-09 IDB1 returns as supplied by Defra.

Each source of income was compared to each expenditure category. Pearson's R, also known as Pearson product-moment correlation coefficient was calculated to for each comparison and used to identify any significant relationships between income source and expenditure. Pearson's R produces a value between +1 and -1 with 1 implying a perfect linear relationship between the income source and expenditure. An 'R' value exceeding 0.5 suggests a relationship between the income source and expense.

2.6 Review of Board Composition

A review of the number of board members and their composition as well as the structure of employees was undertaken by using available information from IDB websites. A list of current IDB web links is available on the Association of Drainage Boards Authority (ADA) webpage (www.ada.org.uk). For each IDB which currently has an operating website, the number of elected and appointed board members was recorded. Where this information was not available, the total number of board members was used.

The total number of IDBs in the 2008/09 IDB1 returns is 163, of which the ADA webpage contains information for 152. Of these, 132 have links to current websites, with 107 of these being included in one of 12 consortiums which share a single web page. The remainder had individual websites. There are also 11 further IDBs that are not listed on the ADA website. These are:

- There are eight Environment Agency IDBs, which do not have websites;
- Three IDBs (Over and Willingham IDB, Earby and Salterforth IDB and Thorngumbald DB) are not listed in the full list of IDB links on the ADA website.

Of the 132 drainage boards with websites, one (Waveney, Lower Yare and Lothingland IDB) website did not work during the analysis.

Additional information relating to the drainage boards was also gained in the follow-up phone conversations held with participating case study boards. Discussions based around Question 12 of the questionnaire gave insight as to why people decide to stand for nomination, how boards fill vacant positions, the level of involvement the board have in selecting new board members, and the Local Authority's role in supplying board members. Through these conversations information about the role of the Local Authority appointee in both the drainage board and within the local authority, could be ascertained.



3. Provision of Benefits

One of the objectives of this project was to “investigate the efficiency benefits of larger IDBs and of IDBs operating at the sub-catchment scale”. The interpretation of ‘efficiency benefits’ has been considered widely. To fully understand financial efficiency, it is necessary to understand what benefits are being provided to account for the boards’ expenditures. As already discussed an IDB provides benefits with regards to Land Drainage (covering agricultural land drainage and flood risk management) and Biodiversity. This Section looks at the range of benefits provided under the latter two functions, of flood risk management and biodiversity, and the narrative is principally drawn from the questionnaire responses and other conversations with participating IDBs.

3.1 Flood Risk Management

3.1.1 Responsibilities

Defra includes Internal Drainage Boards under their Flood and Coastal Management group. The role of the IDBs within water management implicitly allows them to contribute to the management of flood risk, both directly within their board area, and more widely in the catchment. Since the summer flooding of 2007 and the Pitt Review, flood risk management has taken an increasingly prominent role within IDBs. This is now enshrined in the Flood and Water Management Act 2010, with a focus on partnership working to control local flooding issues (including surface water and groundwater flooding). The Act also requires IDBs to have a regard to the National Flood Risk Management Strategy and the local strategies of the lead local authority. Some relevant aspects of the Flood and Water Management Act are summarised below in Box 3.



Box 3 Flood risk management remit

Flood and Water Management Act 2010

Definitions: internal drainage boards are included as a “risk management authority”

Section 9: The lead local flood authority must develop, maintain, apply and monitor a strategy for local flood risk management in its area (including surface runoff, groundwater and ordinary watercourses. The affected risk management authorities (including IDBs) must be consulted about the strategy

Under **Section 13: Co-operation and arrangements:**

(1) A relevant authority must co-operate with other relevant authorities in the exercise of their flood and coastal erosion risk management functions

(4) A risk management authority may arrange for a flood risk management function to be exercised on its behalf by-

(a) another risk management authority, or

(b) a navigation authority

(8) The Environment Agency may arrange for a coastal erosion risk management function to be exercised on its behalf by-

(a) a coast protection authority,

(b) a lead local flood authority, or

(c) an internal drainage board.

Under **Section 38:** Incidental flooding. The Agency may arrange for work to be carried out in reliance on this section on the Agency’s behalf by-

(a) a lead local flood authority;

(b) a district council, or

(c) an internal drainage board

Under **Schedule 3, Section 11:** Before determining a [planning] application, the approving body must consult-

(e) an internal drainage board, if the approving body thinks that the drainage system may directly or indirectly involve the discharge of water into an ordinary watercourse (within the meaning of section 72 of the Land Drainage Act 1991) within the board’s district

3.1.2 Understanding of Flood Risk Management in Questionnaire Responses

In broad terms an IDBs’ role in flood risk management may encompass:

- The appropriate protection of IDB land from flooding;
- The protection of settlements and infrastructure within IDB land;
- Contribution to catchment management, including:
 - Provision of flood storage, where appropriate, for the protection of downstream areas;
 - Maintenance of conveyance capacity in channels to help protect upstream areas.

In response to the questions on flood risk management and flooding, more than one IDB gave a response suggesting that their perception of flood risk management extended only so far as protecting properties within their boundaries that they knew to have historically experienced flooding (a role falling under the first two bullets points



above). Though, it is recognised that this could be because the wording in the questionnaire was not sufficiently clear or that there is sometimes ambiguity in the understanding of the term flood risk management.

In financial terms a number of IDBs surveyed made the point that it may not always be possible to clearly distinguish whether a watercourse (and the money spent on maintaining it) is clearly and identifiably separable between agricultural land drainage and flood risk management benefits. This difficulty may affect the ability of both IDBs and Defra to ensure that responsibilities are being fulfilled. The method adopted by the Broads IDB may be of some assistance with this: it allows watercourses to be identified as “high risk” or “low risk” for flooding, which then affects the approach taken to channel management. Adoption of a similar system elsewhere could help to define where flood risk management should be given highest priority and hence funds directed. However it is not expected that this could provide a wholesale solution, as channels providing a variety of benefits will still be common. It would be preferable, overall, to ensure that IDBs are fully recognised and integrated in to whole catchment management (recognising that for many IDBs this is already the case). This would help to ensure that all IDBs are fully aware of their role in the catchment management process (including flood risk).

3.1.3 Engagement in Strategic Planning

Responsibilities for Flood Risk Management encompass a number of different authorities and agencies, and needs to be undertaken at a range of scales from catchment, district, county and national levels. Decisions need to be made at a strategic level, to ensure appropriate control of future development, and protection of existing development. A number of strategic planning tools were identified that are of relevance to IDBs, and the 20 case study IDBs were asked about whether they had been consulted in each one, and to what extent they were involved. The responses are summarised below in Table 3.1.

Table 3.1 Summary of responses to Question 4: Involvement in strategic flood risk management

Planning tool	Number of IDBs who had some involvement*	Comments
Local Authority-led		
Strategic Flood Risk Assessment	5	Relatively few IDBs had significant input to the development of SFRAs.
Water Cycle Study	3	Only three boards recognised or knew of Water Cycle Studies in their area, and in all cases were involved with them
Surface Water Management Plan	1	Only one board is actually involved in a current study, but a number of others stated their intention or desire to be involved, should a SWMP be developed in their area. Only one IDB commented that they were aware of a SWMP having been carried out but had not been consulted



Table 3.1 (continued) Summary of responses to Question 4: Involvement in strategic flood risk management

Planning tool	Number of IDBs who had some involvement*	Comments
Environment Agency-led		
Catchment Flood Management Plan	13	In general, most IDBs had significant involvement in the CFMPs and their responses suggested that they were satisfied with their level of inclusion. However a small number of IDBs stated that they had contributed only by responding to statutory consultation, and were not consulted otherwise.
Shoreline Management Plan	8	All IDBs who identified SMPs as being relevant had some level of involvement. However this varied between "attended one meeting" to "The Board was classed as a Key Stakeholder..."

*19 total responses were received. However some IDBs left questions blank: in this case a blank has been taken to mean no involvement

The IDBs were also asked whether they were satisfied with their level of involvement in these flood risk management planning activities, and the response was variable. Some of the small boards seem to have fairly limited involvement. While some of those boards did not seem to consider this to be a problem, Braunton Marsh IDB indicated that it makes the effort to attend meetings but felt that its advice is not often acted upon. Significantly, Fairham Brook (also small but incorporated into the Shire Group) wished to have greater involvement but felt that due to its size it was given little opportunity, and Powysland (in a consortium with Caldicot and Wentlooge) is also not often consulted. This suggests that while joining a consortium can increase an IDB's awareness and desire to be more involved with planning, it does not always appear to be successful in drawing more attention from Local Planning Authorities. For IDBs that cover only a small proportion of a catchment area or Local Authority area and are not in geographical proximity to another IDB, this could be a difficult problem to overcome.

In general, larger boards have had a greater level of involvement in flood risk management and planning. However even at this level there was some inference that although they are consulted and participate, their opinions are often not given the highest priority.

It was noticeable that the level of consultation on Strategic Flood Risk Assessments seemed to have been relatively low, but it is recognised that some of these were produced a few years ago, and relationships may now have changed. So far, involvement with Water Cycle Studies and Surface Water Management Plans has also been limited, but these are not mandatory and are not widespread and so in most cases this is because such studies have not been undertaken in the boards' areas. It is our expectation that as the recommendations of the Pitt Review are implemented, and Local Authorities take full control of surface water flooding (under the Flood and Water Management Act 2010), IDB involvement in Local Authority-led flood risk management should improve. The development of partnership working is a critical part of the Flood and Water Act. In particular, Lead Local Flood Authorities should ensure that IDBs are consulted in the production of Preliminary Flood Risk Assessments under



the Flood Risk Regulations. The questionnaire responses and discussions with the boards suggest that in general the IDBs do seem to have good relationships with the Local Authorities, but this has predominantly been with the district councils. As the lead authority on local flooding is now the county council (except where there is a unitary authority), some development of those relationships may be required. This should be achieved through the development of the new flood risk management partnerships.

3.1.4 Flood Storage

In recognition that flood risk management may include the provision of flood storage, IDBs were asked whether they had any flood storage on the land within their district, and about their management of any such areas. A number of IDBs responded to say that land within their district is used for flood storage and is administered by the Environment Agency. This clearly requires good communication with the Environment Agency, and responses to other questions by the relevant IDBs did indicate that this was the case. This applied to IDBs of all sizes, including smaller boards in consortia (including Airedale IDB and Powysland IDB).

In addition to the use of IDB land for fluvial flood storage, a few IDBs are taking an active role in surface water management. Lindsey Marsh, The Parrett and Lower Severn all manage flood storage areas provided for the management of surface runoff from new or proposed developments. This suggests close partnership working with Local Authorities, and represents an advance in surface water management from the common planning approach required to meet the requirements of Planning Policy Statement 25 *Development and Flood Risk*. This approach to Sustainable Drainage Systems (SuDS) has the potential to provide more effective storage, with fewer maintenance concerns, than the relatively ad-hoc approach that has sometimes occurred under development specific SuDS (due to individual developments being responsible for managing their own runoff, in their own systems). In appropriate situations, for example for IDBs covering areas where urban extensions are planned, this approach should be advocated, through the guidance of the lead local flooding authority.

3.1.5 Emergency Response

IDBs were asked about their role in emergency response, both in terms of having their own plans for an emergency, and engaging in Flood Resilience Forums, for planning at a community level. There were very different responses between boards on their emergency planning, and to a significant extent this related to differences in geography, whether the boards' areas are pumped or not, and whether they contain receptors sensitive to flooding. For this reason the level of involvement was not totally related to size: in particular the Somerset boards, although large, reported having limited involvement with emergency planning. It is acknowledged that IDB involvement in Flood Resilience Forums may be more critical for pumped catchments and those containing urban areas.

Not all Boards keep records of flooding events. Without creating an onerous task (i.e. requiring extensive form-filling), Boards should be encouraged to keep a simple but accessible record of flooding events, including extent and duration. This could be beneficial in future for a variety of purposes including:



- *Future planning for and management of flooding events.* It is noted that all IDBs rely heavily on the experience of their officers, both for understanding flood risk and more widely in managing the watercourses. The extensive knowledge of the officers and workforce is an extremely valuable asset of IDBs and is critical for effective management. However in small IDBs, this level of knowledge seems to be limited to a small number of people, with a resulting danger that if one person leaves, significant amounts of information are lost. In larger boards this is less noticeable as there are multiple people with a good level of knowledge. Recording of information ensures that the experience is not lost when staff leave;
- *Evidence to support responses to planning applications on IDB land;*
- *Evidence to support Local Authority-led investigations in the flooding events* (as per Section 19 of the Flood and Water Management Act 2010).

3.2 Biodiversity

IDBs have a requirement to take in to account environmental considerations, through Part IV of the Land Drainage Act 1991, and Part 3 of the Natural Environment and Rural Communities Act 2006. Relevant text from these acts is shown in Box 3. Other sections of the acts are also relevant, for example for IDBs with Sites of Special Scientific Interest (SSSIs) within their boundaries, or within National Parks or the Broads.

Box 4	Biodiversity remit
<p>Land Drainage Act 1991, Part IVA: Roles with respect to the environment and recreation</p> <p>Section 61A</p> <p>(1) It shall be the duty of an internal drainage board, of each of the Ministers and of the NRA, in formulating or considering any proposals relating to any functions of such a board-</p> <p>(a) so far as may be consistent-</p> <p>(i) with the purposes of any enactment relating to the functions of such a board; and</p> <p>(ii) in the case of the Secretary of State, with his duties under section 2 of the Water Industry Act 1991.</p> <p>so to exercise any power conferred with respect to the proposals of the board, that Minister or, as the case may be, the NRA as to further the conservation and enhancement of natural beauty and the conservation of flora, fauna and geological or physiographical features of special interest;</p> <p>Natural Environment and Rural Communities Act 2006, Part 3: Wildlife etc.</p> <p>Section 40, role in biodiversity conservation</p> <p>(1) Every public authority must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity...</p> <p>(3) Conserving biodiversity includes, in relation to a living organism or type of habitat, restoring or enhancing a population or habitat.</p>	

This aspect of IDBs' remit was underlined by the introduction of the Natural Environment and Rural Communities Act in 2006. As part of the IDB review (by letter from the Defra Project Board to the IDBs in 2008), the recommendation was made that all IDBs should produce Biodiversity Action Plans (BAPs) by 1st April, 2010. The aim of producing BAPs was to integrate the conservation and enhancement of biodiversity more closely in to IDB planning and work programmes. Guidance and a BAP template were produced by Defra, ADA and Natural England in 2008 to support the process. Also in 2008, ADA and Natural England produced the Drainage and Biodiversity Manual (Buisson et al., 2008), which provides guidance on how IDB practices can be adapted to be



more sympathetic to wildlife (it should be noted that this was a revised version of a manual originally produced in 1981, and so the republication was a reiteration of previous best practise rather than the introduction of new ways of working). In the light of this activity the effectiveness of the IDBs with regard to biodiversity should consider the following at a basic level:

- Whether they utilise the maintenance practices recommended in Buisson et al, 2008;
- Whether they have produced a BAP, and if so, whether the BAP shows an appropriate degree of commitment, based on the area covered by the IDB;
- Whether the IDB already promotes and participates in conservation activities.

These aspects are discussed below.

Adapting Maintenance Practices

Almost all boards described some adaptations to their management practices that were provided for the benefit of wildlife. A total of 16 of the 19 drainage boards which responded to the questionnaire demonstrated changes in favour of wildlife benefits within their maintenance practices. The most common measure was delaying cutting until the nesting season had passed. Alternating mowing on opposite banks of ditches each year was also mentioned frequently. Some boards described more detailed and extensive programmes of adaptation, including re-profiling to form 2-stage channels, reducing the frequency of desilting; leaving aquatic plants in the channel where it is wide enough to do so, and having a banksman present during desilting for fish rescue.

The remaining three boards, who did not provide information on specific adaptations, were Skeffling, Airedale and Kingston Brook. Though the latter two both stated that any maintenance works carried out are done in a way to ensure wildlife is not harmed or to benefit wildlife, although neither have actively adjusted their practices, in presenting this response it is recognised that this may be because practises were sufficiently adapted and no further change was needed. Airedale IDB further points out that due to the small extent of their watercourse requiring maintenance, adaptation opportunities are not apparent, however if future opportunities arose they would be happy to change current practices accordingly.

On the whole, the larger boards had the more extensive programmes, but small boards that are part of a consortium (e.g. Fairham Brook IDB, part of the Shire Group) also described a range of practices and protocols.

Of the Boards survey 18 of the 19 respondents are clearly aware of the guidelines and are taking them in to account. The exception was Skeffling IDB, a small independent board that does not yet have a BAP and did not respond to the question asking for evidence of adaptation to maintenance practices. Boards should be encouraged to use the guidelines wherever possible, though it should be recognised that, in exceptional cases, some of the smallest boards have only limited length of watercourse and hence limited potential to provide a significant contribution to biodiversity (for example Airedale, Kingston Brook and Earby and Salterforth). This should not be to their detriment (i.e. expectations should be proportional to potential). One board (Powysland IDB) also



mentioned that due to the rate of flows through the channels in the board's area there is significant scouring and as a result the channels have little vegetation development.

A further point was raised during discussions with IDBs about the rigidity of the timing of management practices, and in particular being encouraged to leave maintenance works until later in the summer to avoid the breeding season. Anecdotal evidence from Lindsey Marsh IDB indicated that during the summer floods of 2007, this practice was perceived to have exacerbated flooding because drains had not yet been cleared. We understand that Lindsey Marsh IDB has since then returned to clearing the bed of some of its channels earlier in the summer, whilst leaving the banks until later. The conservation practices of the IDBs should always be kept in the context of their land drainage responsibilities to ensure that they are commensurate with one another. A good example of where this has been achieved effectively is the Broads IDB, which has classified its watercourses based on high/low flood risk, and influence on SSSIs and adapts its maintenance patterns accordingly. Such a system could potentially be applied elsewhere.

Biodiversity Action Plans (BAPs)

As discussed above, all IDBs should have produced Biodiversity Action Plans (BAPs) as of March 2010, with the exception of Skeffling IDB all had started a BAP and 13 had completed documents. Of the five with partially completed BAPs, two of these were small independent boards (Earby and Salterforth IDB, and Airdale DC) and two were members of the York Consortium, indicating that the success on producing the BAPs on time is not purely size related. The fifth board without a complete BAP is Powysland, which has differing requirements due to being in Wales. Their BAP was in production at the time of completing the questionnaire

In general, the BAPs have been produced by the IDBs themselves, or by a consortium lead, covering the whole or part of a consortium. In these cases, it is important that the Board should have some involvement in the production of the BAP and not leave it entirely to the consortium lead, or there is a danger that the Board will feel little ownership of it and it will not be effectively implemented. It was not possible to tell from the questionnaire responses, and at this stage of implementation, whether this is a significant issue.

In some cases the boards specifically mentioned that their plans had been written in consultation with the local Wildlife Trust or other relevant conservation party (examples are Hundred Foot Washes, Lower Severn, River Stour and the Broads). This shows evidence of partnership working and an interest in providing wider benefit to the local area.

ADA and Natural England are promoting achievement in biodiversity, which was recognised in the ADA Natural England Biodiversity Competition 2010³ (presented at the ADA Conference in September 2010). Of the Boards contacted as part of this study, awards were received by Lindsey Marsh Drainage Board (for their Marsh Water Vole Project and Lincolnshire Coastal Grazing Marsh), the Broads IDB (Broads Mink Management Project) and the Middle Level BAP Partnership (Otter Holts Construction and Kingfisher Nest Sites). An award additionally

³ <http://www.ada.org.uk/morenews.php?fs=&id=64>



was won by Norfolk Rivers IDB, who have not been part of this study. It is noticeable that the award winners are all large boards, which suggests that larger boards have greater ability to both carry out larger projects, and promote their work more widely.

Extent of Conservation Programmes

In addition to adapting their maintenance programmes to be more forgiving to wildlife, some IDBs provided information in the questionnaire on a range of other activities that they are involved in, a range of which are listed in Table 3.2 (a full range of responses can be found in the questionnaire responses in the project database. It should be noted that the activities in Table 3.2 are not assigned to IDBs, because the questions did not explicitly ask for such information to be provided and therefore a lack of such programs against Boards could be prejudicial against Boards who do undertake the activities but did not think to mention them.

Table 3.2 Examples of conservation programmes undertaken by IDBs

Range of activities undertaken

- Water vole, badger and otter surveys
- Production of a “Water vole conservation handbook” and other good practice guidelines
- Mink trapping
- Eel surveys, and provision of fish and/or eel passes
- Specific programmes of work with the Wildlife Trusts
- Formation of fishing areas
- Owl, hawk and bat boxes
- Aquatic invasive plant monitoring and control
- Conservation talks to local groups
- Involvement in climate change adaptation programmes
- Contribution to programmes such as Living Landscapes (Wildlife Trust), Wetland Vision (Natural England), European Crane Project (RSPB)

3.3 Discussion

The questionnaire responses and follow-up discussions with the selection of IDBs have shown that the majority of IDBs questioned fulfil roles with regard to flood risk management and biodiversity. It is recognised that the exact nature of these roles will vary depending on the location of any particular IDB but, from the responses gathered under this study, there does appear to be some confusion with regard to the exact definition of their flood risk management responsibilities. There are also large variations in the extent to which the Boards have chosen to (and to some extent are capable of) providing significant benefits and enhancements under either area. The greater



resources of consortia and larger Boards may mean that they have more capacity to become involved in catchment management and planning, and in conservation activities. Larger Boards also have more potential to provide benefit in some areas, for example by providing a more joined-up approach to flood risk management and simply by managing a larger area of land. Some anecdotal communication has indicated that the effectiveness of consortia in promoting these roles can be varied with different, with some individual boards not always fully engaged in the wider fields of thinking, leaving it to a consultant or the consortium leads to complete the 'requirements' (e.g. production of a BAP). However there are clear exceptions to this, where established consortia are already providing an efficient and beneficial service (in particular the Middle Level Commissioners). Given that this evidence is anecdotal and this study did not set out to undertake a detailed investigation of individual consortia it does not feel fair to draw definitive conclusions with regards to the benefits of particular consortia arrangements. Though as a general conclusion there will be benefits for consortia organisations, where delivery of documents such as BAPs has been more centralised, in working to ensure that the subsequent delivery of benefits is "owned" by individual IDBs.

An interesting proxy for involvement in biodiversity activities may be the employment of a conservation officer or involvement with local conservation organisations (though its should be pointed out that this question was not explicitly asked to all Boards and information comes from discussions with Boards once questionnaire responses have been received and review of Board Structure on websites). As may be expected, there does appear to be some correlation between Boards with employees fulfilling the role of conservation officer or equivalent and biodiversity activities. A number of boards questioned indicated that they employ someone in the role of conservation (for example Hundred Foot Wash, The Broads, Powysland, Lindsey Marsh and the River Stour). All of these boards showed a high level of conservation activities currently occurring within their management areas in response to the questionnaire (Questions 1 and 2) such as changes to maintenance practices and ecological surveys undertaken. Though it should be noted that Black Sluice and The Parrett also indicated a high level of biodiversity actions within their boards in their questionnaire response but they did not indicate if they had a conservation officers (and they do not have a board structure available on their respective websites for comparison). In addition some boards that had high involvement with local conservation bodies or the wildlife trust (for example the Lower Severn) also demonstrate a higher awareness toward conservation activities.



4. Distribution of Costs and Benefits

IDB funding comes from a range of sources. The main sources are:

- Agricultural rate-payers;
- Special levies from the local authority (which is distributed to the local authorities from central government);
- Grants from Defra for capital expenditure. The grant value is normally 45% of the project value but is 100% for nationally or internationally designated conservation areas.

To better understand the operation of IDBs, and the connection between source of income and area of expenditure, it is necessary to better quantify the connections between income and expenditure presented in the IDB1 returns. These returns provide some information on the areas of income and expenditure, however they also contain two categories called “all other income” and “all other expenditure” which mean that any analysis of these returns alone will be incomplete.

To understand relationships within the IDB1 return data, the following tasks have been undertaken:

- Analysis of the Income and Expenditure categories in IDB1 returns for all IDBs to investigate if there is any connection between the relative proportions of the known areas of income (e.g. levies) and known areas of expenditure (e.g. water course maintenance);
- The relationships between these categories have been further considered through discussions with the case study IDBs;
- For case study IDBs, investigated the breakdown of the “all other income” and “all other expenditure” categories in recent years of IDB1 returns.

4.1 IDB1 returns: Recap of Entec 2009 Study

The Entec 2009 study undertook an analysis of some components of the IDB1 returns in order to understand the relationship between administration costs and maintenance costs and total expenditure to understand if there was any relationship between these costs and IDB size. The analysis indicated that larger IDBs appeared to have a slightly lower and more stable administrative burden, whereas small IDBs could sometimes spend a significant proportion of their income on administration. No trends were noted with regard to maintenance costs and it was the conclusion of that project that IDB income does not appear to have a significant effect on watercourse maintenance spend. The final meeting of that study involved discussion between a number of stakeholders (ADA, EA) in which it was suggested that there may be some value into further exploring the income and expenditure patterns and allocation in IDBs to better understand the effects of amalgamation within the sector.



4.2 Accountability of Income and Expenditure

4.2.1 Questionnaire Responses

Questionnaire responses with regard to the ability of IDBs to show links between income and expenditure can be grouped roughly under three headings – assigning expenditure to different categories, the separation of sources of income between rates and special levies and the effect of amalgamation on income and expenditure. Findings have been discussed under these headings below.

Assigning Expenditure Categories

Question 7 of the questionnaire asked IDBs to separate sources of expenditure between 4 categories: “Drainage/Agriculture”, “Flood Risk Management”, “Wildlife Benefits” and “Other” and to assign, where possible sources of income to these areas. This question received mixed responses from the IDBs surveyed: eleven IDBs felt able to separate their sources of expenditure on a rough percentage basis, whilst 5 recorded concerns about the feasibility of such a separation in which a common sentiment was the exact definition of what constituted a flood risk management activity. The remaining IDBs did not record an initial answer and this question was followed up in subsequent telephone conversations, which are recorded in Appendix D. In these follow up questions, IDBs were asked about their accounting practises and how easy it was to link income to spend on flood risk management or biodiversity. The predominant feeling, even from those IDBs that had provided percentage allocations in answer to Question 7, was that this separation was very difficult because activities could deliver multiple benefits.

Where percentages were given there was significant variation between boards, some small boards (Earby and Salterforth and Kingston Brook) assigned 100% of expenditure to drainage/agricultural activities, though Earby and Salterforth pointed out that biodiversity benefits were realised from activities within the drainage/agricultural category. Some boards placed the majority of their expenditure in the flood risk management category (examples of this are Lyndsey Marsh and the River Stour), while others distributed expenditure more evenly between the categories. Of the nineteen respondents 5 assigned explicit expenditure to wildlife benefits and these amounts varied from 2% of expenditure (Fairham Brook) to 30% (The Broads).

Rates and Special Levies

All drainage boards’ rateable value is linked to the portfolio of land and buildings within the drainage district. Each year the drainage board meets to determine the expected budget required for completing any maintenance work and funds required. A penny rate against the drainage districts overall rateable value (i.e. pennies in the £) will be set by the drainage board to raise these funds. In addition the amount of money derived from special levies compared to landowner drainage rates is based on the nature of the land and buildings within the drainage district and is not for the drainage boards to partition.



All boards consulted were of the opinion that it would not be possible to completely separate out which work is funded by special levies or drainage rates. Since the rates are formulated to convert the expected maintenance and administrative costs, all of the income is bulked together and then distributed on work as needed. It was mentioned that work undertaken on a drain in a local rate payer's property may actually be done to prevent flooding in a downstream urban area. This wider catchment context means that it may be that the only way income can be easily linked to expenditure would be if a maintained watercourse only ran through an urban area or only ran through agricultural land, or if the funding was granted to a drainage board for a specific project. Ouse and Derwent IDB, for example, have a number of pumping stations, which are solely owned and funded by UK Coal and the Coal Authority. The work carried out is recorded on employee time sheets and invoiced to UK Coal and the Coal Authority. However besides these types of examples, given the current method of allocating funds, it is not possible at least on a year-by-year basis, to ensure that funds provided by special levies are spent on urban areas, and those from drainage rates are spent on agricultural land. Over time it might be expected that this would average out to be the case but it should not be expected to be so over the short term.

Effects of Amalgamation

With respect to financial aspects, the main concern raised by boards when asked their opinions about amalgamation was that there was no long-term allowance for differential drainage rates. However, it is Defras position that it was not indented to be an absolute requirement not to have differential rates, and they are currently looking to remove any restriction to this effect altogether.

Another concern expressed by the boards when questioned about amalgamation is that it will lead to increased maintenance costs as a result of part time paid local workers ceasing their involvement if they feel that the board is losing its community interest. In some cases (in particular as discussed with the Hundred Foot Washes) , the paid employees receive only a small stipend rather than a full salary, so if it was necessary to replace them with an official employee, a higher salary would be required to fulfil maintenance requirements. However counter to this, some amalgamated boards, such as The Parrett, believe that having paid qualified staff is a benefit as it insures a consistent standard of work. It was noted that consortia can offer paid qualified staff on behalf of the member boards as well, although higher administration costs associated with a greater number of accounts can occur. The issue of voluntary workers has been covered in more detail later in this Section.

4.2.2 Assessment of Returns Data

Each year the IDB1 return forms provided different categories for Drainage Boards to allocate their sources of income and areas of expense. Table 4.1 presents the names of each category provided on the returns along with the associated year for which the category was used. The information displayed in this table indicates that IDB1 categories have evolved over time and current forms allow for a greater detail of information with the separation of rechargeable works, interest and rents from the "other income/expenditure" categories of earlier forms.



Table 4.1 Categories used in IDB1 return forms, and associated years of data provided

Category of income or expenditure	Years available
Income	
Drainage Rates	All
Special Levies	All
Contributions from the EA	All
Contributions from developers/ other beneficiaries	All (although split in to two categories for 2003-4 and 2004-5)
Government Grants	All
Loans Raised	2003-04, 2004-05, 2006-7
Rechargeable Works	2007-08 and 2008-09
Interest and Investment income	2007-08 and 2008-09
Rents and Acknowledgements	2007-08 and 2008-09
Other Expenditure	All
Expenditure	
Maintenance of watercourses (also Drains maintenance)	All
Operating of pumping stations	2003-04; 2004-05; 2006-07
Pumping Stations, Sluices and Water Level Control Structures	2007-08 and 2008-09
New Works and Improvement Works (Capitol Expenditure)	All
Plant	2003-04 and 2004-05
Major Office Equipment	2003-04 and 2004-05
Administration	All
Contributions to the EA	All
Rechargeable Works	2007-08 and 2008-09
Finance Charges	2007-08 and 2008-09
All Other Expenditure	All

The IDB1 returns were analysed to look for any correlation between the various sources of income and expenditure and the R² value of each relationship was plotted, where R²>0.5 these relationships were identified as potentially significant and have been identified in Table 4.2. Analysis of this type does come with a number of pitfalls, not least that income accrued in one financial year may be spent in the next, or visa versa, depending on the maintenance strategies developed. It was, however, felt that the exercise would be a useful one in that it made use of the data that IDBs submit yearly to Defra and would reveal to what extent analysis could be usefully undertaken in further years by Defra staff.



Table 4.2 Summary of significant relationships for each income category of IDB

Significant Relationship	<100k	100k-500k	>500k
Levies v. Contributions to EA	yes		2004-05 only
Levies v. Watercourse Maintenance		yes	yes
Levies v. Admin Costs			yes
Levies v. Operating Costs Pumping Stations			2004-05 only
Gov. grants v. New Works/ Improvements (Capitol)		yes	2003-04 only
Drainage Rates v. Watercourse Maintenance	2006-07 and 2007-08		2003-04 only
Drainage Rates v. Operating Costs Pumping Stations			2003-04 only
Rechargeable works v. Rechargeable Works		2007-08 only	2007-08 only
Interest and investment v. Drains Maintenance			2008-09 only
All Other v. Admin Costs		2006-07 only	
All Other v. All Other		2004-05 only	2003-04 and 2004-05

This review of the IDB1 returns by income group indicated that more relationships between income and expenditure exist for financially larger IDBs. This could be because larger IDBs have more diverse income sources, such as government grants and rechargeable work, and have larger areas of land requiring maintenance. Equally, financially smaller IDBs have limited income source and therefore all expenses relate to the same sources. Since maintenance work may change year to year the link between the income and a particular expense may be weakened.

There are more significant relationships between income source and expenditure in 2003-04 and 2004-05 than the other years evaluated. Table 4.1 indicates that 2003-04 and 2004-05 had a total of eight categories for income and nine categories for expenditure whereas 2006-07 only has six income categories and six expense categories. Both 2007-08 and 2008-09 have nine income categories but only eight expenditure categories. This suggests that a greater the number of categories on the IDB1 returns will result in a clearer relationship between income sources and expenditure. The recent improvements made to the IDB1 return have already increased the transparency between income source and expense for recent years.

The analysis in table 4.2 was also broken down by IDB type (independent, consortia, amalgamated) and it was found that more relationships emerged under this analysis. An association between the income sources Special Levies and Drainage Rates with areas of expense was apparent in all three groups. Both were associated with pumping costs, contributions to Environment Agency, administration costs, new works and watercourse maintenance. This reflects the fact that income is lumped together and distributed for expenses as needed.



4.2.3 Understanding ‘Other’ Income and Expenditure

A small task was undertaken as part of the study to understand the ‘other’ income and ‘other’ expenditure categories as these could sometimes form a significant part of IDB income. It was felt to be useful to understand what activities that IDBs undertook that could not be covered by the standard IDB1 forms, as a part of gaining a better understanding of the effect of amalgamation on IDB income and expenditure patterns.

The ‘other’ income and expenditure categories exist on all IDB1 returns since 2005 and are used to assign those areas of income and expenditure not covered by the standard IDB1 categories. The IDB1 categories were refined in 2007/08 to include “rechargeable works” and “interest” as separate categories. This led to a significant decrease in the amounts allocated to the ‘other’ categories, with some boards’ returns in these categories reducing to zero in the most recent years of data as a result. The costs remaining in the ‘other’ categories are in general now small and represent miscellaneous items. One notable exception was Braunton Marsh, which cited “Natural England” in its ‘other income’. As is discussed further below, inclusion of a ‘biodiversity’ (or similar) category would allow boards to identify additional sources of income and expenditure that are specifically related to biodiversity rather than being integral in management practices.

4.3 Voluntary/Low Paid Labour

As indicated in Section 4.2.1 one concern voiced by IDBs was that amalgamation would mean a loss of access to voluntary or low-paid labour which helped reduce expenditure. This concern was investigated in the questionnaires and in follow up conversations with the IDBs to better understand these issues. The key points of these discussions are summarised in the paragraphs below and for ease of discussion have been grouped under the following headings:

- Board Members – voluntary time given by board members;
- Voluntary Manual Labour – voluntary or low paid assistance given to assist with board maintenance works and general land drainage responsibilities;
- Voluntary Conservation Labour – voluntary or low paid assistance given with a focused biodiversity remit.

4.3.1 Board Members

The main source of voluntary labour for the drainage boards comes from board members themselves. Board members not only attend board meeting but often also local meetings surrounding issues of conservation and development, as well as sometimes national meetings such as with ADA or at conferences. One board (Hundred Foot Washes) believed that a significant proportion of this time would be lost through amalgamation, because there would be less board members overall compared to before, and because some members were likely to become more inclined to feel that paid staff should undertake the work.



4.3.2 Voluntary Manual Labour

Only a few of the boards receive any manual voluntary labour, and, it should be noted that voluntary labour on IDB maintained land is not encouraged by ADA because of concerns with respect to Health and Safety. In most cases, since the landowners pay drainage rates, they expect the maintenance of the drains to be done for them, and many IDBs preferred this so they could ensure work was undertaken to their standards.

Some of the smaller drainage boards such as Earby and Salterforth do not have the requirement for large volunteer activities. With no pumping stations and no areas of high conservation value any small maintenance tasks can usually be undertaken by the Board Director himself. If the task requires specialist machinery or skills, it is easier to enlist the help of paid contractors who has the required materials.

Where examples of voluntary manual labour were given they were as follows:

- Parrett and Lower Axe IDBs receive voluntary labour from local land owners who help to maintain watercourses within the area considered not to be 'priority'. The board also has many small sluices which are operated by the landowners. The voluntary sluice operation occurs on small land areas where flooding is unlikely to impact any urban areas. The volunteer usually has a vested interest in operating the sluice;
- The chairman of Kingston Brook IDB works at the power station within the board's area. He carries out the watercourse inspections without charging any time to the board, and in some cases where any work is identified, he will arrange for the power station staff to attend to it rather than the board;
- Lindsey Marsh has a coordinated team of "volunteers" available for emergencies (see below);
- In Powysland IDB, up to 60% of monthly maintenance time is contributed by engineers voluntarily. Some monitoring of pumping stations is also carried out by volunteers in the Broads IDB;
- In Hundred Foot Washes IDB each landowner generally maintains his/her own part of the wash. It was estimated by the drainage board that landowners account for approximately 70% of the total monthly maintenance required. In this instance, the landowners are also members of conservation bodies and therefore maintain the land in a way which helps preserve its conservation value.
- Voluntary help during emergency circumstances, such as a broken pump or a flooding event (eg in Ramsey or Selby IDBs). In these circumstances landowners will use their own equipment to help remove excess water in order to protect nearby towns and adjacent farmland.
- Selby IDB use a network of volunteers to identify maintenance problems within the boards area, these volunteers liaise with the board's engineer to help target maintenance work. The actual manual work is then undertaken by paid staff to ensure standards and because of health and safety concerns. The board is currently installing telemetry at pumping stations to decrease their reliance on the volunteer network.
- Wider involvement in conservation work, as discussed below.



Where volunteer manual labour does benefit a board, it generally comprises only a small proportion of their total labour, and in general IDBs feel that there is not a huge scope for voluntary work within the drainage board except for conservation (see below). Although the usage of volunteers is possible for maintenance works, health and safety aspects can be onerous, and some boards indicated that providing insurance for people not directly employed by the board or working on land not owned by the board makes it a difficult option for them to progress. In most cases, boards generally like to employ local staff or contractors who they know will comply with their health and safety regulations and work to their required standards. Exceptions do occur, for example Lindsey Marsh IDB has worked around health and safety difficulties by using known local farmers who are trained in the board's health and safety requirements when extra help is required, paying them with a small stipend and partnering them with a paid engineer or employee from the board.

4.3.3 Voluntary Conservation Labour

There is however a large proportion of voluntary conservation works being undertaken within various drainage boards. The River Stour IDB for example works with organisations such as the RSPB, Wildlife Trust and Natural England, though whether NE time can be seen as a voluntary contribution given its status as a government organisation is questionable. The activities undertaken by the conservation groups are usually done for a specific purpose or interest such as owls, bats, King Fisher, or Water Voles and are done out of interest of the volunteer groups themselves. The board actively participates in meeting with these groups and guides them as to the feasibility of their desired work and directs them when possible however, they do not actively manage the groups but rather help inform and facilitate their needs as required.

4.4 Discussion

Section 3 discussed some of the benefits that IDBs provide (i.e. flood risk management and biodiversity considerations). Clearly it would be beneficial to be able to separate these types of benefits in the IDBs' remit for accounting purposes. However from discussions with the Boards with regards to the methods of setting rates and the work diversity of undertaken, it does not seem to be feasible to expect this to be fully achievable, the main reason for this being that there is considerable overlap between the works that provide each benefit. 'Best practice' in agricultural land drainage can provide benefits to both flood risk and biodiversity without any additional work being undertaken. This is not to say that IDBs do not attempt to distinguish between these benefits, as mentioned In Section 3, in the Broads IDB, different watercourses are classified by their importance to flood risk and biodiversity, so in theory the works undertaken on each watercourse could be split in to different accounting categories. For watercourses where there is a clear-cut distinction, this might provide a means of allocating costs to benefits, but in many cases there will still be considerable overlap, and the accounting practices that would result if this were required universally are unlikely to provide meaningful enough results to be worthwhile. There are some instances of specialist conservation/ biodiversity work occurring through funding, for example, from Natural England. Provision of separate accounting columns in the IDB1 return form would at least allow these items to be



A specific concern was stipulated in the project brief related to whether benefits of voluntary labour would be lost by amalgamation. The consultation with IDBs found that although many boards do not seem to use any voluntary labour, those that do are spread widely across the IDB size spectrum. More boards also benefit from the contribution of local part time or on call paid staff. It has been highlighted through consultation with many of the boards that these staff members are only being paid a stipend rather than a salary. There is fear that once a board amalgamates their local interests will be overlooked or overshadowed. Loss of local interest might result in reduced part-time local help and increase the amalgamated board's overall maintenance costs by requiring them to employ a full time staff member at a full salary. However, increasing size certainly does not seem to inhibit the potential for voluntary or low-paid inputs, providing the board has a good relationship with its ratepayers and other stakeholders, and takes a structured approach to ensuring that volunteer contributions are effective. The inference received from many Boards was that people will continue to help as full volunteers or as employees with heavily discounted wages if they see personal benefit from doing so.



5. Expertise and Representation on Boards

This section discusses Task 3 of the brief, which considers the current representation on the boards and the methods of selection or appointment. The section is structured around the responses to relevant questions in the questionnaire (and follow up conversations) with additional information on board structure added from a review of IDB websites. The information in this section is presented under the following headings:

- *Stakeholder Engagement* – This looks at the degree to which boards engage with the wider stakeholder community, with information taken predominantly from Q11 of the questionnaire;
- *Board Composition* – This section looks at the composition of boards and information is taken from a review of all IDB websites and augmented by the questionnaires and follow up calls. This section has the following sub-sections:
 - *Election Criteria* – This section looks at how boards fill elected positions, information is taken from the questionnaires and follow-up conversations;
 - *Local Authority Representation* – This section discusses the extent and nature of local authority representation on boards, information is taken from the questionnaires and follow-up conversations;
 - *Board Membership* – This section looks at the range in size of board membership and uses information from IDB websites on the number of board members and whether they are elected or appointed;
 - *Board Structure* – This section looks at the amount and type of paid positions on boards and uses information from IDB websites.

A number of results in this section have been divided by board income category, Boards have been assigned to an income category based on their average income from the IDB1 returns 2005-2009. The income categories used are <£100K, £100-£500K and >£500K, these categories were used in the Entec 2009 review of IDB1 return data.

5.1 Stakeholder Engagement

In the questionnaire (Q11), boards were asked about their level of engagement with a range of parties, including landowners, local authorities, the Environment Agency, and conservation organisations the results indicated that Drainage Boards with an income of less than £100k are slightly less consistent in the groups they engage with, i.e. they do not universally engage with the whole range of expected stakeholders. The highest levels of engagement for these boards is with agricultural landowners, as well as the wider local community and local authority. For the small boards, the levels of involvement with the Environment Agency, Natural England and other conservation groups are sometimes lower than in larger boards, although it should be stressed that there were some small boards who do (at least by their own interpretation) engage with all parties. In general, the two larger categories of



drainage boards (i.e. between £100k to £500k, and greater than £500k) had a high level of engagement with a larger range of stakeholders. Full results for this question can be seen in the project database in Appendix D and the range of stakeholders can be seen in Q11 of the Questionnaire in Appendix A.

5.2 Board Composition

5.2.1 Board Membership

A website review (primarily using the links from the ADA website) was undertaken to find the average number of elected board members and average number of appointed board members for each financial group. Table 5.1 below shows the number of websites surveyed by income category and Board type (ie independent, amalgamated or consortia).

Table 5.1 No. of websites surveyed in review by income category and board type

Board Type	Income category					
	<100k		100k-500k		>500K	
	Total	With website	Total	With website	Total	With website
Independent Boards	24	4	16	7	8	8
Consortia Boards*	56	55	34	34	17	17
Amalgamated Boards	1	1	2	1	5	5
Total number of Boards	81	60	52	42	30	30

*Some amalgamated IDBs are also in Consortia. They are analysed as consortia in this review.

The majority of IDBs did have information as to the number of board members on their websites. Table 5.2 indicates the number of IDBs who displayed this information and the range, mean and modal number of board members. The average number of board members increases as the board's income increases, this will be in large part due to the larger area of land, hence, drainage districts, that fall under large boards.



Table 5.2 Information on board composition from website review*

Board Composition		Income category					
		<100k		100k-500k		>500K	
		No.	% of Total**	No.	% of Total**	No.	% of Total**
No. Boards where information available		53	88	38	90	30	100
No. Members	Mean	11		17		26	
	Mode	9		16		25	
	Max	21		30		44	
	Min	5		8		16	

* This information was gathered from websites in August and September 2010, accuracy will be dependant on the frequency of website update.

** Percentage of total boards with websites

Information was less available with regards to whether Board members were elected or appointed, especially for Boards in the lower income categories. The information that is available online is shown in Table 5.3. Overall, the boards are comprised of a higher number of elected members than appointed members. The Land Drainage Act 1991 states that the proportion of appointed members on the board should be proportional to the amount of expenses raised from special levies, up to a maximum of a majority of one. It is not clear from the extent of analysis whether the reason for a lower number of appointed member is related to a lower proportion of expenses raised from special levies compared to rate payers or not. After follow up conversations with individual drainage boards it became apparent that many of the current board vacancies are due to Local Authorities not filling all of their allotted positions. Reasons for this are variable but generally relate to lack of funds in the Local Authority as well as decreased Local Authority staff numbers.



Table 5.3 Information on board composition from website review*

Board Composition		Income category					
		<100k		100k-500k		>500K	
		No.	% of Total**	No.	% of Total**	No.	% of Total**
No. Boards where information available		18	30	15	36	23	77
Elected Members	Mean	7		12		15	
	Mode	7		12		12	
	Max	14		18		30	
	Min	3		5		8	
Appointed Members	Mean	3		7		12	
	Mode	2		4		10	
	Max	11		16		22	
	Min	0		2		0	
Total Members	Mean	11		18		27	
	Mode	9		19		25	
	Max	21		30		44	
	Min	5		9		18	

* This information was gathered from websites in August and September 2010, accuracy will be dependant on the frequency of website update.

** Percentage of total boards with websites

5.2.2 Election Criteria

None of the boards questioned have additional election criteria that differ from the standard requirements. The way in which vacancies are filled on the board varies slightly between boards, but the majority of boards do not have much input into who is elected or appointed. IDBs indicated that they valued the contributions of interested people that put themselves forward and represented the interests of local land owners. Some IDBs noted that board members with interest in the job can be of more value to IDBs than more ‘qualified’ members with little interest in board activities.

If there is a vacancy on the board for an elected position, the position will be advertised to the public, and the process behind finding people to stand for election varies slightly between boards, some examples of this are given below.

- The Somerset Consortium (Axe and Parrett IDBs) mentioned that they would consult existing members for suitable local land occupiers or would simply advertise the position on their website;



- Black Sluice works with two committees in addition to the board regarding future works and activities in the area. The committees comprise non-board members (farmers) as well as elected and appointed local board members. If there is an opening in the board for an elected member then Black Sluice would look at suitable people within these two committees and encourage them to put themselves forward for election. If there is a midway election then the board would appoint someone from one of the committees who had been attending well and who regularly participated;
- Selby Area Drainage Board feel that it is important that all of the different parts of the catchment are adequately represented on the board. For this reason Selby Area announces any vacancy in the board at a board meeting and encourages members to nominate people from areas that may not have equal representation, as well as reviewing written applications submitted in response to external advertising. They have discussed the use of discussion groups to debate issues outside the board as a way of possibly reducing board membership, but they decided against implementing this change due to concerns that this would prolong the decision making process. Some board members also felt that if they were to become part of the committee as opposed to the board, their individual interests would be lost or under represented when it came to financial planning and development;
- Airedale DC and Ouse and Derwent IDB (York Consortium) use advertising and other methods of support to make potential members aware of the process to join the board and then potential members put themselves forward or are nominated by another landowner.

All boards recognize the need to allow rate payers to nominate people they feel best represents them. All rate-payers are then eligible to vote for the election of members. Apart from advertising the opening and highlighting gaps in membership from districts, many of the boards felt that it is not their place to be involved in who the rate payers select.

5.2.3 Local Authority Representation

The extent of the local authority representation on the board depends on the proportion of the board's income that is derived from the special levies. The local authorities make their own appointments to the board, who are not elected either by the board or the ratepayers. The local authorities can not only appoint representation, there are also some examples of local authorities revoking their appointed board members where they are no longer deemed to represent the local authority's interest, for political or other reasons. Some Boards do try to provide advice to the Local Authority about the representation they would find useful, or to give suggestions as to what interest groups might benefit from having representation on the Board (and *vice versa*), but ultimately it is the decision of the Local Authority and the board generally has little input.

Experience of Appointed Representatives

On most boards, the local authority appointed members consist entirely of district councillors who tend to be members of the planning or finance committees on the council. This is deemed to be very helpful by some drainage boards as there are a number of queries within the drainage boards themselves regarding planning applications and development.



In the case study IDBs the majority of Local Authority members were identified as backbench, with a few executive members. In the phone follow up discussions, many of the boards mentioned that appointed members all had relevant skills to offer the board. It is suggested that future discussions with the Local Authority members themselves may be useful in gaining a better understanding of how they view their role within, and responsibilities to, the drainage boards.

A number of the boards surveyed also have local authority appointed members who were not district councillors. The Parrett IDB, for example, has appointed members from Natural England and the RSBP, due to designated sites lying within the IDB managed area, Lindsey Marsh also mentioned that they in the past had had the local authority co-opt other local representatives on to the board due to their expertise (in particular a retired drainage engineer who had moved to the area).

The majority of boards questioned do not have any engineering staff appointed by the Local Authority, but again, there are exceptions: both Airedale and Ouse and Derwent drainage boards have drainage engineers as nominated members working for the Council. The Chairman of Airedale DC is also a nominated Council Member and a retired Council drainage engineer. When questioned about whether more technical representation on the board would be beneficial, most boards felt that engineering expertise was not necessarily required on the board because the board's engineers themselves undertook all technical work and often had their own contacts to which they could consult if they ever needed advice or assistance. The remit of the board also affects whether technical representation is necessary, for example Earby and Salterforth pointed out that the nature of their board did not require technical expertise as all of the work was manual labour and relatively simple.

Overall, we suggest that the appointment of technical experts (such as drainage engineers from the councils or Natural England representatives) could be a useful way to ensure the local authority posts deliver the most benefit to boards. However, since the boards rely heavily on board members being enthusiastic and having local interests, it would not be appropriate to make technical representation on the boards a requirement, interest in and enthusiasm for the board area and functions was often cited as a more valuable contribution.

Other than in situations where the same person represents both the district and county councils, Local Authority representation on the boards surveyed is at the district (or unitary authority) level. However as county councils (except where there is a unitary authority) have been given the lead role in local flood management under the Flood and Water Management Act 2010, it may be sensible to consider whether this representation should change.

Filling of Vacancies

For IDBs contacted during this study the majority of current board vacancies were related to local authorities not appointing people to fill all of their allotted positions. The boards with whom this was discussed believed that this was a result of recent changes in legislation and cuts to the local authorities, in staff and funding. Having the correct proportion of elected to appointed members on the board is intrinsically tied in to ensuring that financial contributors to the board are appropriately represented. If the local authorities are finding themselves unable to fill all their post, consideration should be given to the method of appointment and remit of those posts.



5.2.4 Drainage Board Structure Review

A web review was undertaken on the structure of drainage boards. The review focused on the number of employees as well as their positions within the drainage board as listed on the website. The purpose of the review was to establish the range of technical expertise that boards employ, and to consider whether this varies with board size. It is important to note that the discussion below is focussed on information available on board websites. Some boards do not provide organisational charts, or only partial lists, and in some cases this may skew the analysis. Where this is suspected to be the case, it has been identified in the discussion below. Table 5.4 show's the number of websites that have this information, divided by income category.

Table 5.4 Number of Boards with employee information online

Board Type	Income category		
	<100k	100k-500k	>500K
Total number of Boards	81	52	30
Total number of Boards with websites	60	42	30
Total number of Boards with employee information online	52	33	24

The exact naming of paid positions varied between IDBs, and for ease of comparison these have been grouped into general categories, as can be seen in the left hand column of Table 5.5. This Table shows the number of IDBs that indicated through their websites that they pay someone to fulfil this position. In some cases multiple positions were covered by 1 post/employee, these have been separated for the purposes of the Table below. Hence this data should be taken to be an illustration of paid roles rather than number of personnel posts.



Table 5.5 Number of IDBs with positions filled **

Paid Position	<100k		100k-500k		500k	
	Number of IDBs	% of total*	Number of IDBs	% of total*	Number of IDBs	% of total*
Administration	31	59.6	12	36.4	15	62.5
Auditing	3	5.8	8	24.2	6	25.0
Conservation	28	53.8	13	39.4	10	41.7
Engineer	46	88.5	30	90.9	22	91.7
Finances	38	73.1	18	54.5	18	75.0
Health and Safety	25	48.1	6	18.2	7	29.2
Legal services	4	7.7	5	15.2	3	12.5
Planning officers	8	15.4	11	33.3	13	54.2
Rates	30	57.7	15	45.5	15	62.5
Technicians	26	50.0	7	21.2	9	37.5

*This is a percentage of the total number of IDBs who had employee information listed on their websites (see Table 5.4)

**This information was gathered from websites in August and September 2010, accuracy will be dependant on the frequency of website update.

Effects of Consortia Arrangements

The table above shows whether boards employ expertise and/or support in a range of different areas. The analysis was arranged to consider whether staffing was affected by board size. When the results in the table are considered alone, this gives a somewhat unexpected result since in many cases the smaller boards actually seem to have a more comprehensive staff than the larger boards. The reason for this is that almost all of the small (<£100k) boards with websites (i.e. those that have been included in the assessment) are actually part of a consortium, and in the majority of cases the listed staff cover the whole consortium rather than an individual board.

A closer comparison of drainage boards within the “<100k” financial category shows that overall consortia have more positions filled through shared employees than independent boards who directly employ their entire staff base. Ramsey IDB in the East of England employ three people (a solicitor, financial advisor and a district officer) while Hundred Foot Washes, as part of the Middle Level Commissioners, have access to 17 employees (including two part-time) fulfilling the roles of administration, finance, environmental officer, rates, Health and Safety, Engineering, Clerical assistance, and technical services such as GIS and CAD as well as a clerk/chief executive.

The size and maintenance requirements of an IDB also impacts the number of positions required by the individual board. In many cases, one employee can work for a number of different IDBs or even provide a range of services fulfilling multiple roles. Most of the employees for IDBs in consortia work for the consortium rather than for the



individual drainage board and in this way the staffing of many of the small boards within consortia works in a similar to a stand alone (amalgamated or individual) board.

IDBs in the <100K income group

For IDBs in the income group <100k, the top three staff positions occupied include engineer, finance and administration. Of the 52 IDBs with website information within the <100k category, 49 are part of a consortia leaving only two independent and one amalgamated. This means that the positions filled within this drainage board group better reflects the staffing needs of the consortia rather than of the individual independent boards.

IDBs in the 100K-500K income group

In the income group 100k-500k, all generally have an engineer, with the next most filled position being in finance and then in rates. As with the smaller IDBs the majority of this group are in some form of consortia and this will be a reason for the wide spread of positions. The number of conservation officers available to IDBs of this size is less than smaller IDBs, though auditing and legal positions have risen, which may be reflection of the increased administrative burden of larger organisations. The decrease in the number of conservation officers could be the result of the policy of a particular consortium or simply a reflection of the conservation interest of land managed by IDBs within this group.

IDBs in the >500K income group

IDBs within the income category of >500k are the most consistent in the staffing positions filled. The most common position is an engineer followed by a finance officer and then Administration and Rates positions. After which the fourth most common position is tied between conservation officer, technicians, and planning officers. Interestingly a significantly higher proportion of the larger boards had access to planning officers, when compared to boards in lower income categories, though this issue was not explored in the case studies it may be reflection of the requirement on larger IDBs to engage more frequently with statutory processes like planning due to the larger area that they manage.

Larger independent IDBs such as Lindsey Marsh and Black Sluice did not have their positions presented on their websites. This may have resulted in a poor representation of independent board positions as compared to consortium. Overall it was found that the IDBs in consortium had better web pages which represented their staff and organisation. Conclusions as to the relationship between board size and positions can therefore not be confidently made based on the web review alone. Further investigation into the number of paid positions at each drainage board would be required as well as information pertaining to whether staff were shared amongst multiple boards or entirely employed by one. Not all boards indicated on their websites if positions were filled by full or part time staff, for this reason the amount of time allotted to each position is also missing from this review.



5.3 Discussion

As can be expected the exact composition of boards and means of filling vacant posts varies between IDBs. Some IDBs choose to leave the filling of vacant posts entirely to rate payers, whereas others use the process to highlight underrepresented districts or to encourage active non-board members to join the board. Local authority representation is variable in type, some boards say they value appointed members with technical skills or appointed non-council members. Some boards have requested particular skill sets from local authorities (with varying levels of success) whereas other boards say that they see the appointed members as useful in providing a link with the local authority and good communication over the setting of the special levy but that they don't require any further technical advice. The recent spending and staffing cuts in local authorities seem to have had an effect on IDBs and some boards, within the case-studies selected, have vacancies in the appointed positions, this can also be seen in Table 5.3 where the information gathered from websites indicates that there are some IDBs with no appointed positions.

The size of board membership does vary significantly between boards and is partly a function of size as a larger IDB may have more drainage district representatives, however there is a significant range in board size under the three income categories used and there are some small boards with a larger membership that that of significantly higher income boards.

The effect of consortium can be seen in the analysis of paid staff available to boards and, at least from the information available from the web review, enable smaller boards to have access to a wider range of staff than they would otherwise be able to afford to employ.



6. Conclusions and Recommendations

The purpose of this project has been to expand on previous work undertaken in relation to IDB amalgamation and operation. The main aims were:

- To investigate the efficiency benefits of larger IDBs, i.e. whether larger IDBs are better able to fulfil and exceed their requirements;
- To consider the distribution of costs and benefits, and whether the accountability of expenditures could be improved;
- To consider the expertise and representation on the boards.

The questionnaires and subsequent discussions with a selection of boards have been informative in contributing towards these aims. Although it is recognised that only twenty IDBs were included, the selection of the boards aimed to include an appropriate variation of sizes and geographic distribution to provide a fair representation of the range of boards in England and Wales. The findings of the questionnaire have been supplemented by analysis of financial data and a web review, to ensure that the assessment is placed in the wider context of all 153 current boards. This section provides a summary and conclusions of the main aims outlined above.

The boxes below have been used to summarise some key points from this study, Box 5 summarises some observations of best practise from the questionnaires and interviews which may be of interest to the wider IDB community and Box 6 identifies some points which may be useful in improving IDB administration and management. Sections 6.1-6.3 then go on to discuss conclusions and recommendations with regard to the 3 aims mentioned above.

Box 5	“Best Practise” recommendations for IDBs (from case study examples)
	<ul style="list-style-type: none"> • The identification of managed reaches in terms of their risk of flooding, biodiversity potential or other benefits in a similar manner to that used by the Broads IDB could help to show the diverse range of benefits achieved by IDB activities and how maintenance monies are spent to promote biodiversity or mitigate flood risk (sections 3.1.2, 3.2) • The development of relationships with Lead Local Flood Authority (through Flood Risk Management partnerships or other local forum) will be helpful in delivering responsibilities under the Floods and Water Bill (sections 3.1.3, 5.2.3) • IDBs could investigate the possibility of taking responsibility for SuDS maintenance for new development in IDB managed land, to ensure an integrated rather than development specific approach (section 3.1.4) • IDBs should keep consistent and accessible records of flooding events within the IDB area (section 3.1.5) • IDBs should fulfil their requirement to complete a BAP in accordance with ADA and Natural England produced the Drainage and Biodiversity Manual (section 3.2) • It may be helpful for IDBs engage with local conservation organisations or establish a post with a conservation remit to maximise their conservation potential (section 3.3)



Box 6 Recommendations for IDB reporting/management

- To review the IDB1 form categories to establish whether a “biodiversity” works category would be feasible to enable IDBs to show monies spent on specific Biodiversity programs (sections 4.2.2, 4.4)
- To survey local authorities to establish the benefits that they perceive from IDBs and their process for appointing board members, to better inform this process and establish reasons for vacancies, if appropriate (section 5.2.3).
- To encourage the appointment of local authority board members with a broader technical remit (such as conservation, planning or engineering, though this later is especially dependant on individual board requirements), though keeping in mind that this need should be established through dialogue with individual boards and should not compromise appointment of interested and enthusiastic members (section 5.2.3).

6.1 Efficiency Benefits of Larger IDBs

This assessment has been undertaken to consider whether larger IDBs show evidence of greater efficiency than small IDBs. By inference, this leads to consideration of whether increasing the size of IDBs (either through amalgamation or forming a consortium) is likely to be beneficial.

Overall the assessment indicates that larger boards do have more capability to fulfil their requirements. This is primarily because they have more resources to draw on, because they are more able to influence external parties, and because by operating over a larger area there is actually more potential benefit to be achieved. For example, a single small IDB may be able to input relatively little to flood risk management alone if it comprises only a very small proportion of a catchment, but if it can combine with other IDBs in the same catchment, they will have greater influence overall. It should be noted that where IDBs are isolated in catchments amalgamation benefits are sometimes less apparent and some smaller IDBs in this situation have chosen to enter consortia or remain independent. This could be highly beneficial for achieving a more joined-up approach to flood risk management. However it is important to note that just because a larger size provides this potential, it is not universally delivered. Some large boards are more proactive than others and this makes a clear difference to the benefits they provide.

On the basis, though, that increasing the size of boards is an appropriate step towards achieving increased efficiency, the advantages of the consortium approach versus amalgamation need to be considered. Consortia have been shown to work effectively in different parts of the country and do deliver benefits with regard to shared resources and support for their members. However it is recognised that there are financial benefits of amalgamation over consortia. In particular, increased size brings greater financial stability, because costs are spread across a larger organisation. In addition, the administrative load is lessened because it is only required for one board rather than all constituent boards in a consortium. There also seems to be a danger in consortia that although the overarching technical and administrative staff are able to ensure that the requirements of the IDBs are met (for example, in producing a BAP), the individual boards themselves do not always fully relate to the work undertaken at the consortium level. However, since there are cases where consortia work effectively and there is little evidence that an established consortium such as the Middle Level Commissioners would see any further benefits from amalgamation, it is suggested that in these cases there may not be a significant efficiency driver for further amalgamation. In addition consortia may be a more appropriate solution for geographically isolated IDBs



or those that manage areas with very individual requirements (such as the Hundred Foot Washes, which comprises a large flood storage area).

During consultation the IDBs were invited to express their concerns about amalgamation. Overwhelmingly, the main points of concern were loss of local representation, and that differential rates could not be applied. The concerns about differential rates are understandable, though Defra are making moves to remove these obstacles/concerns, but the move to standardise rates within a board may be preferable in the long term to ensure that it does become fully amalgamated rather than the areas with different rates trying to retain their own identities. The concerns about loss of local representation are difficult to alleviate entirely. Achieving this will be largely reliant on the determination of the new Board to ensure that such representation is retained. There are examples of boards currently that make considerable efforts to retain a local presence and to develop relationships with their stakeholders.

A specific concern stipulated in the project brief related to whether benefits of voluntary or low paid (stipendiary) labour would be lost by amalgamation. The consultation with IDBs found that although many boards do not seem to use any solely voluntary labour (due to health and safety and quality assurance concerns), those that do are spread widely across the IDB size spectrum. Increasing size does not seem to inhibit the potential for these low paid or voluntary inputs, providing the board has a good relationship with its ratepayers and other stakeholders, and takes a structured approach to ensuring that volunteer contributions are effective.

Overall therefore it does not seem an unreasonable suggestion to expect boards in geographical proximity and of a similar nature to combine, although as mentioned above, this may be unnecessary for established consortia. In addition, this approach is unlikely to be practical for boards that are geographically isolated. There seems little benefit to expecting these boards to amalgamate, as they are too distinct from each other for this to be effective, but they should be encouraged to join a consortium to ensure that they receive appropriate technical and administrative support, and benefit from sharing best-practice experience.

6.2 Financial Accounting: Costs and Benefits

The financial accounting of IDBs was considered both through consideration of the IDB1 return forms, and through discussion with the case study boards. The results of the assessments indicate that although it would clearly be beneficial for accounting purposes to be able to separate the types of benefits in the IDBs' remit (e.g. agricultural land drainage, flood risk and biodiversity), it is not expected to be possible to fully achieve this. Biodiversity benefits are often achieved by adaptation to maintenance that is being carried out predominantly for agricultural land drainage purposes. Some distinction could be made by creating somewhat artificial definitions of each type of benefit, and also by the approach carried out by the Broads IDB in which different watercourses are classified by their importance to flood risk and biodiversity. It might also be possible to change the method for the annual derivation of rates, so that rural and urban areas are considered more distinctly. Even these measures, however, are only likely to be partly successful as there will always be overlap between the types of benefits. As a result, the effort taken to attempt to separate out different benefits may not yield sufficiently satisfactory results.



There are some cases where exceptional sources of income and expenditure could be better linked if appropriate categories were provided on the IDB1 return form. The form has been improved over the last few years, with more categories being added and as a result less ending up in the 'other' category. Further separation could potentially be provided to allow for work such as discrete biodiversity programmes to have their own income and expenditure categories.

6.3 Board Composition

The composition of the boards has been considered by a mixture of internet review and discussions with the case study boards. The focus on the whole was on ensuring appropriate local authority representation on the boards. Local authority representation is currently by district councillors (except where a district councillor also happens to be a county councillor, or where the board is in a Unitary Authority area). Given the new role of county councils as lead local flood authority, this composition should be revised: it may be sensible for there to be greater representation from the county councils.

Although the boards have little say in the local authority appointments, in general there seemed to be little concern about this. The local authority representatives are almost always councillors, but on the occasions when they have chosen to co-opt other representatives (e.g. a retired drainage engineer or member of Natural England) this has in general been received positively and found to be very beneficial. From this one might infer that greater technical representation on the boards may be beneficial. However any attempts to prescribe required roles on the boards should be considered carefully. The most important criteria for appointment to the board seemed to be enthusiasm and interest in the local area. Prescribing roles could make this more difficult to achieve, and if a suitable candidate cannot be found may result in a greater number of board vacancies.

In addition discussions with the Local Authority directly regarding members their appoint to serve on the drainage board may be beneficial to better understand the how the Local Authority views their role in the IDB as well and what they feel they are getting out of being involved.



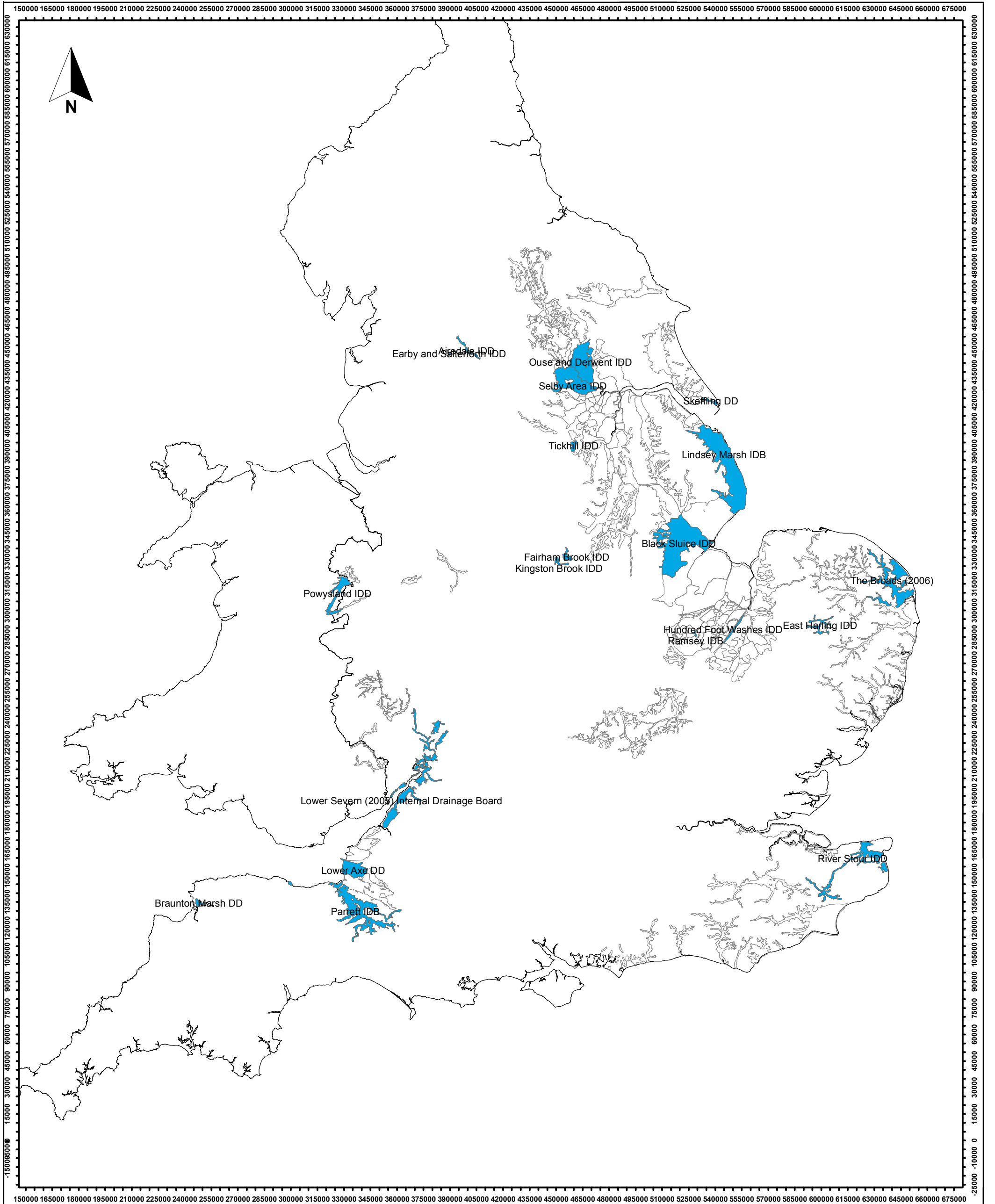
7. References

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Key:

- IDB boundary
- Case studies

Defra IDB Review

Case study final selection

Appendix A Consultation Log



Date	Time	Form of contact	IDB name	From	To	Description
12/08/2010	16:15	email	Airedale and Ouse & Derwent	Paige Alumbaugh	Bill Symons	emailed electronic versions of questionnaire
12/08/2010	15:30	Phone call	Airedale and Ouse & Derwent	Paige Alumbaugh	Bill Symons	phone to ensure receipt of questionnaire- would like an electronic version for both
24/08/2010	15:45	Phone call	Airedale and Ouse & Derwent	Heather Musgrave	Bill Symons	Phoned to follow up and see if they needed any help. He said they are half done and they should be able to get them to us by the end of the week
26/08/2010	11:30	phone call	Airedale and Ouse & Derwent	Bill Symons	Heather Musgrave	Phoned to ask why 2005-6 wasn't included in Q6, and to say he didn't know how to answer Q7. Split varies from year to year, and flood risk man and drainage are so interlinked he doesn't understand how to separate them. I said if he could provide a bit of explanation that was fine and we may phone him back after compiling the responses
27/08/2010	10:09	email	Airedale and Ouse & Derwent	Michelle Allenby/ Bill Symons	Heather Musgrave	emailed completed electronic questionnaire. 5 attachments- Ouse & Derwent questionnaire, Airedale questionnaire, plus additional info on their opinions about Defra's plans
27/08/2010	11:05	email	Airedale and Ouse & Derwent	Heather Musgrave	Michelle Allenby/ Bill Symons	confirmed receipt of questionnaire
04/10/2010	13:30	Phone call	Airedale and Ouse & Derwent	Paige Alumbaugh	Bill Symons	Discussed Airedale and Ouse Derwent questionnaire responses in depth
04/10/2010	20:00	email	Airedale and Ouse & Derwent	Paige Alumbaugh	Bill Symons	interpretation note of conversation for his review.
05/10/2010	17:16	email	Airedale and Ouse & Derwent	Bill Symons	Paige Alumbaugh	edited version of phone conversation-we can ask for more information and Bill is happy to provide further supporting documentation if required
05/10/2010	17:30	email	Airedale and Ouse & Derwent	Paige Alumbaugh	Bill Symons	confirmation of receipt- edited notes
11/08/2010	12:00	email	Black Sluice	Stuart Hemmings	Heather Musgrave	Having difficulties completing questionnaire would like to talk it over
11/08/2010		Email	Black Sluice	Stuart Hemmings	Heather Musgrave	Emailed to ask if we could phone him to discuss the questionnaire
12/08/2010	10:00	Phone call	Black Sluice	Paige Alumbaugh	Stuart Hemmings	Phoned and went through questionnaire together. Stuart will complete and send back as best he can before he is on leave. Any questions we have we can call and talk things over with him once he is back after the 22nd Aug
12/08/2010	15:08	email	Black Sluice	Paige Alumbaugh	Stuart Hemmings	emailed electronic questionnaire
01/09/2010	11:00	mail	Black Sluice	SM Hemmings (pp D. Wittmatt??)	Paige Alumbaugh	completed questionnaire returned by post (paige requested electronic version for access entry)
01/09/2010	11:00	Phone call	Black Sluice	Diana Walker	Paige Alumbaugh	confirmed receipt of questionnaire and requested electronic version to be emailed if possible. Explained that it would be ok that the attachments were not electronic and that the electronic version was simply easier to enter into the access database.
01/09/2010	11:31	email	Black Sluice	Diana Walker	Paige Alumbaugh	electronic version of questionnaire responses- supporting documents only provided as hard copy
02/09/2010	14:20	email	Black Sluice	Stuart Hemmings	Paige Alumbaugh	confirm we had received the questionnaire by post and ask if we had any questions
02/09/2010	15:00	email	Black Sluice	Paige Alumbaugh	Stuart Hemmings	thanked him and let him know we will be in touch in a few days
01/10/2010	14:20	Phone call	Black Sluice	Paige Alumbaugh	Mr. Hemmings	Went over the questionnaire together and discussed responses as well as view around amalgamation
04/10/2010	12:15	email	Black Sluice	Paige Alumbaugh	Mr. Hemmings	emailed written notes on ophone conversation for approval
04/10/2010	20:15	email	Black Sluice	Stuart Hemmings	Paige Alumbaugh	minor edits to be made to phone conversation notes.
05/10/2010	09:30	email	Black Sluice	Paige Alumbaugh	Stuart Hemmings	email to thank for comments
01/10/2010	10:38	Phone Call	Braunton Marsh	Paige Alumbaugh	Mr Dyer	Left a message with his wife- the number we have is a home number. She said she would be in touch with him and would let him know to call me.
10/08/2010	12:30	Phone call	Braunton Marsh	Richard Dyer	Paige Alumbaugh	Doesn't have time to complete the questionnaire- after discussion agreed to fill it in as best as possible with the time and resources he has available
11/08/2010	15:00	Post	Braunton Marsh	Richard Dyer	Paige Alumbaugh	Partially filled in questionnaire
21/07/2010	15:27	email	Broads	Mary Creasy on behalf of Mr Camamile	Paige Alumbaugh	requesting a copy of the full report that you send to Defra, when it becomes available and an electronic version of the questionnaire.
23/07/2010	15:40	Phone call	Broads	Paige Alumbaugh	Mary Creasy	Make sure electronic version was received and ok
25/08/2010	10:40	email	Broads	Heather Musgrave	Mary Creasy	emailed Mary to confirm that the final report would be publicly available
26/08/2010	12:30	Phone call	Broads	Mary Creasy	Heather Musgrave	Phoned to check if it would be okay to have until Mon 6th to respond to the questionnaire as she's on leave next week. I said yes
26/08/2010	12:35	email	Broads	Mary Creasy	Heather Musgrave	email confirming they will respond on Mon 6th Sept
01/09/2010	17:11	email	Broads	Phil Camamile	Heather Musgrave	returned completed questionnaire by email
02/09/2010	09:03	email	Broads	Phil Camamile	Heather and Paige	returned completed questionnaire by email (repeat of previous day email but to Paige as well)
06/09/2010	09:49	email	Broads	Phil Camamile	Heather Musgrave	returned updated completed questionnaire (with comments from Chairman and Vice Chairman added)
06/09/2010	12:10	email	Broads	Heather Musgrave	Phil Camamile	acknowledged receipt of updated completed questionnaire
01/10/2010	10:00	Phone Call	Broads	Paige Alumbaugh	Mr Camamile	Left message with PA Mary
12/08/2010	15:35	Phone call	Earby	Paige Alumbaugh	Mr. Parker	phone to ensure receipt of questionnaire- left message on machine

24/08/2010	15:50	Phone call	Earby	Heather Musgrave	Mr Parker	Phoned to follow up. He has not looked at the questionnaire as he's been in hospital. I said I'd send him an electronic version, and he said he "didn't think there should be any problem with completing it"
24/08/2010	16:15	email	Earby	Heather Musgrave	Mr Parker	emailed electronic version of questionnaire
01/09/2010	13:21	email	Earby	Graham Parker, Clerk	Heather Musgrave	emailed completed questionnaire
01/09/2010	13:31	email	Earby	Heather Musgrave	Graham Parker, Clerk	confirmed receipt of questionnaire
05/10/2010	12:15	Phone call	Earby	Paige Alumbaugh	Mr. Parker	unable to get through
05/10/2010	17:00	Phone call	Earby	Paige Alumbaugh	Mr. Parker	left message to have him call to discuss questionnaire when available- he is a farmer so needs to call late
06/10/2010	16:30	phone call	Earby	Mr. Parker	Paige Alumbaugh	Discussed questionnaire responses and surrounding issues
06/10/2010	17:30	email	Earby	Paige Alumbaugh	Mr. Parker	emailed interpretation of phone conversation for comments
06/10/2010	17:45	email	Earby	Mr. Parker	Paige Alumbaugh	confirmation that he was happy with my phone conversation notes
06/10/2010	17:48	email	Earby	Paige Alumbaugh	Mr. Parker	confirmation of receipt of approval
12/08/2010	10:25	Phone call	East Harling	Paige Alumbaugh	Mr Wright	could not get through
12/08/2010	16:36	Phone call	East Harling	Paige Alumbaugh	Mr Wright	left message asking if he would like an electronic version or if he had any questions
01/09/2010	16:45	Phone Call	East Harling	Paige Alumbaugh	Collin Wright	called at 1:30- office was shut until 2- called again at 16:45- left message on machine asking for Collin to phone me back.
02/09/2010	12:20	Phone call	East Harling	Collin Wright	Paige Alumbaugh	questionnaire is being completed- should be with us next week. No questions. Would like the electronic version
04/08/2010	12:11	Email	Fairham Brook	Heather Musgrave	Ian Benn	sent questionnaire by email
04/08/2010		Email	Fairham Brook	Ian Benn	Heather Musgrave	request for electronic questionnaire
19/08/2010	10:25	phone call	Fairham Brook	Heather Musgrave	Ian Benn	phoned to see how he was getting on with the questionnaire. Got his secretary- he was in a meeting. Left a message inviting him to phone back if he had any questions
08/09/2010		email	Fairham Brook	Heather Musgrave	Ian Benn	emailed to check whether they intend to return the questionnaire and to ask him to send it to Liz if so
05/10/2010	16:40	Phone call	Fairham Brook	Paige Alumbaugh	Ian Benn	left message with secretary
14/09/2010		post	Fairham Brook IDB	Ian Benn	Heather Musgrave	hard copy of questionnaire and info
16/09/2010	14:17	email	Fairham Brook IDB	Liz Buchanan	Ian Benn	Confirmation of receipt and request for electronic versions to be sent
21/07/2010	15:43	email	Hundred Foot Washes IDB	Iain Smith Clerk to Hundred Foot Washes IDB; Clerk & Chief Executive Middle Level Commissioners via Brenda Melton <admin@middlelevel.gov.uk> email	Paige Alumbaugh	Iain Smith agreeing to participate but think a better "more typical" IDB should have been chosen. Requests an electronic version.
23/07/2010	15:45	email	Hundred Foot Washes IDB	Iain Smith Clerk to Hundred Foot Washes IDB; Clerk & Chief Executive Middle Level Commissioners via Brenda Melton <admin@middlelevel.gov.uk> email	Paige Alumbaugh	Would like to complete an additional questionnaire for Benwick IDB
23/07/2010	16:07	Phone call	Hundred Foot Washes IDB	Paige Alumbaugh	Ian Smith	He was not available
23/08/2010	15:00	Phone call	Hundred Foot Washes IDB	Ian ??	Heather Musgrave	phoned to ask about Q12a.
24/08/2010	11:54	email	Hundred Foot Washes IDB	Ian Smith email from Brenda Melton	Paige Alumbaugh	emailed completed electronic questionnaire
01/10/2010	10:40	Phone call	Hundred Foot Washes IDB	Paige Alumbaugh	Iain Smith	Went over the questionnaire together and discussed responses as well as view around amalgamation
04/10/2010	09:45	email	Hundred Foot Washes IDB	Iain Smith	Paige Alumbaugh	emailed phone conversation notes with appropriate amendments
04/10/2010	10:00	email	Hundred Foot Washes IDB	Paige Alumbaugh	Iain Smith	emailed confirmation of receipt of edited phone notes
28/09/2010		in person	Isle of Axeholme IDB	Heather Musgrave	M.Harris	Brief discussion during Lindsey Marsh visit.
21/07/2010	15:49	Email	Kingston Brook	Mike Elliot, Kingston Brook IDB	Heather	request for electronic questionnaire. Comment that questions are not all applicable for a board of their size
22/07/2010	15:52	Email	Kingston Brook	Heather Musgrave	Mike Elliot	sent questionnaire by email
19/08/2010	10:45	Phone call	Kingston Brook	Heather Musgrave	Mr Elliot	phoned to see how he was getting on with the questionnaire. He had not been planning to fill it in, but following our conversation he agreed to look at it again this weekend

02/09/2010	10:20	Phone call	Kingston Brook	Heather Musgrave	Mr Elliot	phoned to see if he was planning to send the questionnaire. Left a message with someone else in the office as he was out
02/09/2010	18:10	Email	Kingston Brook	Mr Elliot	Heather	returned completed electronic questionnaire
03/09/2010	08:00	Email	Kingston Brook	Heather Musgrave	Mr Elliot	acknowledged receipt of completed questionnaire
06/10/2010	10:00	Phone call	Kingston Brook	Heather Musgrave	Mr Elliot	tried phoning him but no answer
12/08/2010	15:40	Phone call	Lindsey Marsh & Tickhill	Paige Alumbaugh	Andrew McGill (spoke with PA only)	phoned to ensure receipt of questionnaire- PA requested electronic version for both
12/08/2010	16:15	email	Lindsey Marsh & Tickhill	Paige Alumbaugh	Andrew McGill (spoke with PA only)	emailed electronic versions of questionnaire
24/08/2010	16:30	Phone call	Lindsey Marsh & Tickhill	Heather Musgrave	phoned Andrew McGill but got PA	Andrew not in. Left a message that he could call me if he had any questions
31/08/2010	15:00	Phone call	Lindsey Marsh & Tickhill	Andrew McGill	Heather Musgrave	phoned to ask for extra time to complete questionnaire as some of his staff had been on leave. He will return it by the end of the week.
02/09/2010	13:15	Phone call	Lindsey Marsh & Tickhill	Jessica collinson	Heather Musgrave	asked for the electronic versions to be sent
02/09/2010	13:20	email	Lindsey Marsh & Tickhill	Heather Musgrave	Jessica Collinson	emailed electronic versions of both IDBs
06/09/2010		post	Lindsey Marsh & Tickhill	Andrew McGill	Heather	letter inviting us to a site visit with Lindsey Marsh board on 28th Sept
08/09/2010		email	Lindsey Marsh & Tickhill	Heather Musgrave	Andrew McGill (to admin address)	accepted invitation to site visit, and asked them to send questionnaire to Liz
08/09/2010		email	Lindsey Marsh & Tickhill	Carol Davies	Heather Musgrave	acknowledging receipt of email and confirming they will send questionnaire to Liz
16/09/2010	15:01	email	Lindsey Marsh & Tickhill	Jessica collinson	Liz Buchanan	electronic copy of questionnaire (minus section 8c - to follow)
16/09/2010	16:25	email	Lindsey Marsh & Tickhill	Liz Buchanan	Jessica Collinson	Confirmation of receipt
16/09/2010	16:35	email	Lindsey Marsh & Tickhill	Jessica Collinson	Liz Buchanan	Andrew McGill's movements for supplementary questions
28/09/2010		in person	Lindsey Marsh & Tickhill	Heather Musgrave	Andrew McGill	Met Andrew at Lindsey Marsh visit. Agreed to phone him in the next few days for follow-up
06/10/2010		Phone call	Lindsey Marsh & Tickhill	Heather Musgrave	Andrew McGill	Phoned to thank him for last week and ask follow-up Qs but he was out
07/10/2010		Phone call	Lindsey Marsh & Tickhill	Heather Musgrave	Andrew McGill	Phone to follow up on questionnaire etc
07/10/2010		Phone call	Tickhill	Heather Musgrave	Ken Durdy, chairman of Tickhill	Phoned to get first-hand opinion from Tickhill about amalg
21/07/2010	13:00	Phone call	Lower Axe IDB and Parrett IDB	Danielle Johnson (Admin) djohnson@somersetdbcs.co.uk	Paige Alumbaugh	Request and electronic questionnaire
21/07/2010	16:00	email	Lower Axe IDB and Parrett IDB	Danielle Johnson (Admin) djohnson@somersetdbcs.co.uk	Paige Alumbaugh	send email address of Nick for receipt of questionnaire NStevens@somersetdbcs.co.uk
23/07/2010	15:40	Phone call	Lower Axe IDB and Parrett IDB	Paige Alumbaugh	Danielle Johnson	Make sure electronic version was received and ok (in meeting but message was left with secretary to call if any problems)
01/09/2010	12:00	Phone call	Lower Axe IDB and Parrett IDB	Paige Alumbaugh	Nick Stevens	left message with reception regarding the completion of the questionnaire and any questions
01/09/2010	14:45	phone call	Lower Axe IDB and Parrett IDB	Nick Stevens	Paige Alumbaugh	Will send the main questionnaire to us this week but will have to provide additional and back-up information next week (wc 6/9/10). Also dicussed what we were trying to ask in question 12.
10/09/2010	11:00	post	Lower Axe IDB and Parrett IDB	Nick Stevens	Paige Alumbaugh	Hard copies of both questionnaire reponses. and supporting evidence
10/09/2010	18:00	email	Lower Axe IDB and Parrett IDB	Paige Alumbaugh	Nick Stevens	Confirmation of receipt and request for electronic versions to be sent
13/09/2010	00:00	email	Lower Axe IDB and Parrett IDB	Nick Stevens	Paige Alumbaugh	e-mailed copy of questionnaire
30/09/2010	15:38	Phone Call	Lower Axe IDB and Parrett IDB	Paige Alumbaugh	Nick Stevens	message left with secretary to have Nick please call back to go over questionnaire responses
12/08/2010	15:45	Phone call	Lower Severn	Paige Alumbaugh	Mrs Iwaskiw	phone to ensure receipt of questionnaire- no questions at this time but would like an electronic version
12/08/2010	16:15	email	Lower Severn	Paige Alumbaugh	Mrs Iwaskiw	emailed electronic versions of questionnaire
24/08/2010	16:20	Phone call	Lower Severn	Heather Musgrave	phoned Mrs Iwaskiw, spoke to Lorette (sp.)- secretary	Lorette is compiling responses from different people (engineer etc). She said it should be complete by Friday
02/09/2010	10:25	Phone call	Lower Severn	Heather Musgrave	Lorette/Mrs Iwaskiw	Neither were available
08/09/2010	09:30	phone call	Lower Severn	Heather Musgrave	Lorette	Phoned to ask if they would be returning the questionnaire. Apparently they have already sent it, by email- she is going to try resending
08/09/2010	15:00	Phone call	Lower Severn	Heather Musgrave	Jacqui Iwaskiw	emails still not getting through. She is going to try a hard copy instead
05/10/2010	16:45	Phone call	Lower severn	Paige Alumbaugh	Mrs. Iwaskiw	left message withsecretary to have her call back when she was available to discuss questionnaire
28/10/2010	08:55	phone call	Lower severn	Mrs. Iwaskiw	Paige Alumbaugh	follow-up questions discussion
28/10/2010	09:20	Phon e call	Lower severn	Paige Alumbaugh	Mrs Iwaskiw	discussed the follow-up questions and quationnaire responses
28/10/2010	15:30	email	Lower severn	Paige Alumbaugh	Mrs Iwaskiw	emailed notes from phone conversation
		email	Lower severn	Mrs. Iwaskiw	Paige Alumbaugh	faxed edited phone follow-up notes
10/09/2010		post	Lower Severn IDB	Jackie Iwaskiw	Heather Musgrave	hard copooies of questionnaire
16/09/2010	16:19	email	Lower Severn IDB	Liz Buchanan	Jackie Iwaskiw	Confirmation of receipt
18/08/2010	17:10	Phone call	Parrett & Lower Axe	Nick Stevens	Paige Alumbaugh	Wanted clarification on Section4 Question 10 as well as an overall better understanding of what we wanted to see in both volunteer work sections (admin vs. maintenance)
01/10/2010	16:00	Phone call	Parrett & Lower Axe	Nick Stevens	Paige Alumbaugh	Called to discuss questionnaires and porovide further ifnformation
04/10/2010	10:45	email	Parrett & Lower Axe	Paige Alumbaugh	Nick Stevens	emailed written notes on ophone conversation for approval
05/10/2010	14:00	email	Parrett & Lower Axe	Nick Stevens	Paige Alumbaugh	amended notes from questionnaire
05/10/2010	15:00	email	Parrett & Lower Axe	Paige Alumbaugh	Nick Stevens	confirmed receipt of amendments

23/07/2010	12:57	Email	Powysland	Dean Jackson-Johns	Heather Musgrave	Confirming happy to participate. Provided some background on difference between Powysland and his other IDBs and whether Powysland was the most representative
04/08/2010	12:02	Email	Powysland	Heather Musgrave	Dean Jackson-Johns	Email with electronic version of questionnaire. Also confirmed that we would like accounts for Caldicot
04/08/2010	am	Phone call	Powysland	Heather Musgrave	Dean Jackson-Johns	Phoned Dean JJ in response to his email. Explained we would like response from Powysland and also requested accounts for Caldicot to make sure we have complete records of all IDBs. HM to send electronic version of questionnaire
20/08/2010	16:45	email	Powysland	Heather Musgrave	Dean Jackson-Johns	acknowledged receipt of completed questionnaire
20/08/2010		post	Powysland	Dean Jackson-Johns	Heather Musgrave	completed questionnaire returned by post
06/10/2010	16:25	Phone call	Powysland	Paige Alumbaugh	Dean Jackson-Johns	Left message with secretary to have Mr. Jackson-Johns call when he was available to talk
23/07/2010	12:25	letter	Ramsey	Mr Chrisp	Heather Musgrave	Letter says that he is going to be out of the office until after 3rd August so won't be able to reply until after then. He does intend to reply after that
23/07/2010		Letter	Ramsey	Mr Chrisp	Paige (by letter to Reading office)	Letter stating willingness to cooperate. However he is out of the office until 3rd August so won't be able to respond until after that
01/09/2010	12:03	phone call	Ramsey	Paige Alumbaugh	Mr Chrisp	Mr Chrisp was in a meeting; associate stated that the questionnaire was almost completed and was due to be mailed shortly. Does not want an electronic version.
01/10/2010	10:28	Phone Call	Ramsey	Paige Alumbaugh	Mr Crisp	Left message for Mr Crisp to please call for a brief discussion about the questionnaire
05/10/2010	16:30	email	Ramsey	Paige Alumbaugh	Mr. Crisp	emailed interpretation of phone conversation for comments
14/10/2010	13:16	email	Ramsey	Mr. Crisp	Paige Alumbaugh	edited phone conversation notes
14/09/2010		post	Ramsey Internal Drainage Board	John A R Chrisp	Paige Alumbaugh	hard copy of questionnaire and info
16/09/2010	14:47	email	Ramsey Internal Drainage Board	Liz Buchanan	John Chrisp	Confirmation of receipt
23/07/2010	15:40	Phone call	River Stour	Paige Alumbaugh	Derek Lewis	Make sure electronic version was received and ok (fine)
09/08/2010	10:49	email	River Stour	Derek Lewis	Paige Alumbaugh	Completed electronic questionnaire and three attachments
04/10/2010	12:20	Phone call	River Stour	Paige Alumbaugh	Derek Lewis	called to discuss questionnaire- line busy (called twice)
05/10/2010	09:45	Phone call	River Stour	Paige Alumbaugh	Derek Lewis	discussed Stour questionnaire responses and clarified questions
05/10/2010	12:00	email	River Stour	Paige Alumbaugh	Derek Lewis	emailed interpretation of phone conversation for comments
06/10/2010	17:20	email	River Stour	Derek Lewis	Paige Alumbaugh	confirmation that he was happy with my phone conversation notes
06/10/2010	17:35	email	River Stour	Paige Alumbaugh	Derek Lewis	confirmation of receipt of approval
22/07/2010	11:52	email	River Stour	Derek Lewis	Paige Alumbaugh	Request and electronic questionnaire also ask for the names of the other 14 participants
22/07/2010	12:30	Email	Selby Area	Nigel Everard, Clerk of the Board	Heather Musgrave	request for electronic questionnaire
22/07/2010	15:56	Email	Selby Area	Heather Musgrave	Nigel Everard	sent questionnaire by email
19/08/2010	10:20	phone call	Selby Area	Heather Musgrave	Mr Everard	phoned to see how he was getting on with the questionnaire. Got his secretary, who said he had not had time to look at it yet
26/08/2010	15:02	email	Selby Area	Nigel Everard, Clerk of the Board	Heather Musgrave	emailed completed electronic questionnaire
27/08/2010	08:35	email	Selby Area	Heather Musgrave	Nigel Everard	confirmed receipt of questionnaire
05/10/2010	12:30	Phone call	Selby Area	Paige Alumbaugh	Mr. Everard	Out of office- left message with secretary and was asked to email questions
05/10/2010	12:40	Emeil	Selby Area	Paige Alumbaugh	Mr. Everard	List of follow-up questions to be discussed
07/10/2010	10:00	Phone call	Selby Area	Nigel Everard	Paige Alumbaugh	Discussion around questionnaire responses
07/10/2010	11:45	email	Selby Area	Paige Alumbaugh	Nigel Everard	emiled record of phone conversation
07/10/2010	12:00	email	Selby Area	Nigel Everard	Paige Alumbaugh	some edits to the conversation
07/10/2010	12:30	email	Selby Area	Paige Alumbaugh	Nigel Everard	confirmation or receipt of comments
22/07/2010	13:25	email	Skeffling	Liz (?) email "Auctions" auctions@frankhillandson.co.uk	Paige Alumbaugh	"in Section 3 6a. and 6b have you missed out year 2005-2006 deliberately on the questionnaire?"
22/07/2010	14:46	email	Skeffling	Liz (?) email "Auctions" auctions@frankhillandson.co.uk	Paige Alumbaugh	Request and electronic questionnaire
23/07/2010	15:40	Phone call	Skeffling	Paige Alumbaugh	Liz	Make sure electronic version was received and ok
29/07/2010	11:39	email	Skeffling	Liz (?) email "Auctions" auctions@frankhillandson.co.uk	Paige Alumbaugh	Completed electronic questionnaire
30/09/2010	16:46	Phone Call	Skeffling	Paige Alumbaugh	Liz	discussed questionnaire responses together. Will send email confirming follow-up questions so that Mr W can add to answers if necessary
30/09/2010	17:30	email	Skeffling	Paige Alumbaugh	Liz	emailed questions asked as well as interpretation of responses received.
07/10/2010	14:12	email	Skeffling	Liz (Ralph Ward)	Paige Alumbaugh	editd to phone conversation notes

Appendix B Questionnaire



INTRODUCTION

The purpose of this questionnaire is to establish a more detailed understanding of IDB organisation and activities. A number of IDBs are being surveyed, of different sizes and geographical locations. The questionnaire seeks to better understand five key areas, including:

- Biodiversity management
- Flood risk management
- Understanding financial returns data
- Voluntary Labour
- Board Composition

The questionnaire aims to gather more information in these areas, and so questions have been devised to help structure any responses that you are able to give. If a question is not appropriate for your IDB, please indicate why and then move onto the next one. Though we have tried to ask questions that give a wide remit for response, there is also a general “catch-all” section at the end, where you may provide any additional information that you feel is relevant to the key areas listed above.

Please do not hesitate to contact us with any questions you have about this questionnaire. You can contact Heather Musgrave, on 0118 377 5678, musgh@entecuk.co.uk or Paige Alumbaugh, on 0207 543 1419, alump@entecuk.co.uk

On completion of the questionnaire, please list below any attachments and the number of pages.

SECTION 1

The purpose of this section is to establish to what extent your IDB has the opportunity to be involved in biodiversity activities, either within your organisation or in partnership with others in your area.

1. Has your IDB produced any of the following documents within the last five years? If so, please specify who wrote them (specifying whether it was written in-house or by a consultant), and where possible provide a web link or other reference.

	Date of last update	Author	Web-link/Reference
Biodiversity Action Plan			
Water Level Management Plan			
Ecological survey reports			

2. Please identify if any of your management and maintenance practices also provide benefits for wildlife. In particular please indicate:

a. For what proportion of your watercourse network have you adapted your management practices to provide benefit to wildlife?

b. Provide examples of the types of adaptations by which you provide those benefits;



c. Recognising that your Biodiversity Action Plan may only have been produced this year, please outline whether, and how, you intend to change your management and maintenance practices to reflect the plan?

d. Please attach supporting evidence regarding your existing and/or future management practices, such as an annual maintenance schedule or contractor's plan.

3. Are you aware of any Catchment Sensitive Farming initiatives covering your IDB area? If so, please describe any involvement that you have.



SECTION 2

The purpose of this section is to establish to what extent your IDB is involved with flood risk management, either within your organisation or in partnership with others in your area.

4.

4a. Is there a flood risk management partnership in existence or being formed in your area? How do you (or how do you intend to) engage with the group?

4b. During the last five years, has your IDB had input to any of the following strategic flood risk planning activities or documents?

	Relevance to your IDB (e.g if you are not on the coast, specify shoreline management plan is not relevant)	Level of input (e.g attended meetings, provided input to policy development)
Strategic Flood Risk Assessment/ Strategic Flood Consequence Assessment		
Water Cycle Study		
Catchment Flood Management Plan		
Surface Water Management Plan		
Shoreline Management Plan		



4c. Were you satisfied with your level of involvement in the documents listed above? Do you have any future plans to increase your involvement?

5.

5a. Does your IDB have an emergency flooding response plan? If yes, when was it last updated? Please provide documented evidence of the plan.

5b. Does your IDB keep records and details of flooding events? If possible please attach an example of a flooding record.

5c. Is there a flood resilience forum in your area? If so, how do you engage with the group?



5d. If appropriate, provide an example of how you have contributed to flood resilience through your management practices.

5e. Do you have areas designated for flood storage in your IDB area? If so, please describe your management of them.



SECTION 3

The purpose of this section is to establish a clear understanding of your source(s) of income and expenditure, including the information received from your IDB1 return forms.

6.

6a. On the IDB1 financial form completed each year for Defra, there is a category entitled "All other income". In the past five years you have recorded income in this category as shown in the table below. Please identify the source(s) of this income

Year	Value of 'other' income	Source(s)
2003-4		
2004-5		
2006-7		
2007-8		
2008-9		

6b. On the IDB1 financial form there is a category entitled "All Other Expenditure". In the past five years you have recorded income in this category as shown in the table below. Please identify the purpose(s) of the expenditures, and identify if the expenditure is linked to a particular source(s) of income.

Year	Value of 'other' expenditure	Purpose	Associated source(s) of income
2003-4			
2004-5			
2006-7			
2007-8			
2008-9			

7. Please confirm the breakdown of your total expenditures on maintenance and other works, according to their main purpose. Where possible, please specify the source(s) of income related to each category.

Purpose of expenditure	Percentage expenditure	Relevant source(s) of income
Drainage/ agriculture		
Flood risk management		
Benefits for wildlife		
Other (please specify)		



8

8a. Please describe any changes to your sources of income over the last five years, and the reasons for any such changes

8b. Please describe any changes to your expenditures over the last five years, and the reasons for any such changes

8c. Please provide evidence, such as an Asset Management Plan, of how you anticipate your expenditure in future years (particularly for infrastructure such as pumping stations).



SECTION 4

The purpose of this section is to establish to what extent your IDB benefits from voluntary labour.

9.

9a. Please list any volunteer administrative positions held in your board over the last five years, and provide an approximate amount of time (per week, month or year) contributed

9b. Has the level of volunteer contribution changed over the last five years? If so, please describe the changes that have occurred and indicate any reasons for this change.

10. Do you receive assistance with maintenance and/or water level management from any of the following parties?

	Hours per week/month provided	Contributed hours as a percentage of total monthly maintenance/management time
Landowners		
Volunteer groups/ conservation organisations		
Other (specify)		



SECTION 5

The purpose of this section is to establish an understanding of your board composition.

11. What level of involvement do you have with the following? (e.g. informal contact, attendance at board meetings, land management agreements)

Agricultural landowners	
Industry	
Local community	
Environment Agency	
Natural England/ CCW	
Local Authority	
Local Biodiversity Action Plan (LBAP) group	
Other conservation organisations (specify)	

12.

12a. Please list elected board members positions and describe their method of selection:



12b. What is the Local Authority representative on your board's role in the Local Authority?

12c. Are you happy that your current board membership best meets your needs? What improvements could be made?

13. Have you had any difficulties filling vacancies on your board over the past 3 years? If so, please specify which posts, and for how long they have been vacant.

14. Please identify other IDBs that you have regular contact with and the purpose of the contact.



SECTION 6

Are there any other comments you would like to make, in relation to the subjects discussed above?



Appendix C

Questionnaire Responses

(On CD in NS Access Database)



Appendix D Records of telephone conversations



Record of conversation with Mr Elliot, Kingston Brook IDB

Phoned him on 0115 9335808

He is clerk of the Kingston Brook IDB and also of 17 local parish councils

He had not responded as he thought that most of the questions were not applicable, and that they were probably going to be “going out of existence”

Kingston Brook is very small (he thinks it might be the smallest?). Only has one watercourse, which goes through a power station and some agricultural land. The IDB chairman is from the power station.

Their board has 11 members- 6 from the borough council and 5 farmers

They didn't do any maintenance work last year at all- that is only because there was nothing to do! The chairman does walk the watercourse regularly, but as he is from the power stn, if there is anything that needs attending to on the power stn land he just tends to send someone down directly (i.e. look after it themselves rather than requesting the IDB to do it). If there is any major work required they get contractors in, but that was not necessary last year. They don't have any pumping stns so it's just watercourse maintenance.

EA takes 90% of income they get from tenants

They are expecting to be amalgamated with Newark, Fairham Brook and Sow&Penk IDBs soon, although there are still wranglings going on about which local councils get control etc. Newark expected to lead since they are the biggest. [note: Fairham Brook and Sow & Penk are both currently Shire Group- he appeared to suggest that this would mean those 2 leaving Shire Group, but I didn't totally get to the bottom of it]. The intention is to try out the amalgamation, and if it doesn't work, the IDBs would be disbanded altogether, rather than going back to individual ones. There are currently debates between the borough councils involved- depending on which board takes the lead, other borough councils will lose out on their role on the board, which they are not happy about.

He mentioned that Fairham Brook had considered on a few occasions leaving Shire Group. Although Mr Elliot thinks JBA are “very good, very professional organisation”, and he does call on them for advice, Fairham finds it quite expensive because they get charged lots of travel expenses etc whenever JBA clerk has to come down and see them [note: this is interesting insight that we presumably won't get from Fairham, since it will be the JBA clerk rather than their board who is filling in the questionnaire! This is worth noting when interpreting the responses]

I explained to Mr Elliot that this info was really useful- esp. re volunteer time. He agreed to re-look at the questionnaire this week.

Record of phone conversation with Andrew McGill, Lyndsey Marsh and Tickhill IDBs
31/8/10

Andrew phoned to ask whether they could have extra time to complete the questionnaires as some staff have been on leave. They will return the questionnaires by the end of this week.

He has only been working there for a few months and does not have an IDB background- came from Whitehall, with military background. He confesses he did not even know what an IDB was before. Interesting insight to see how newcomers are treating the workings of IDBs and the changes Defra are proposing.

He seems very keen to raise the standard of management and maintenance in all his boards, and as an outsider can see the advantages of Defra's proposal. He thinks there is a balance to be reached to improve efficiency without losing local knowledge. They have another office in Epworth (?) that covers Tickhill and other nearby IDBs in their group. This allows more local input compared to if all work was managed from the main Lyndsey Marsh office.

Volunteer work- he mentioned that small IDBs do risk/worry about losing this when they are amalgamated. However in Lydsey Marsh he still succeeds in having volunteers. He has a roster of local farm workers who are trained up in H&S requirements, who he calls on when he needs extra help. They 'buddy up' with one of the IDB engineers to help get the work done.

For small IDBs he sees a problem with them succeeding with all biodiversity (etc) requirements and meeting H&S standards etc within the size of the IDB.

Lyndsey Marsh used to be 3 IDBs. Now manage Tickill, Isle of Axeholme and others as well. However Tickhill is going to move in to the Shire Group (?)

He offered to take us round on a site visit. Seemed very keen (but in a friendly way) for us to take this up. He was open to dates, but did mention that on the 28th Sept he will be leading a group anyway after their board meeting, and we would be welcome to join.

Phone call to Andrew McGill, Lindsey Marsh
7/10/10

Main points:

LMDB manages GAITE boards (Gainsborough, Armthorpe, Idle and Righton, Tickhill and Everton). The GAITE boards are supposed to be amalgamating with Isle of Axeholme, but some are less keen than others, and the process is being held up now as Defra appear to have suggested that amalgamation does not HAVE to be completed by 2013

Vital to keep involvement of local community and local knowledge in amalgamation. LMDB has a local office from which they manage the northern boards so they keep this input and someone nearby. Important to keep the knowledge that engineers etc have built up over many years. This is actually helped in larger boards because there are more people with that knowledge- in smaller boards there is more danger that if one person leaves, there is no-one else with the knowledge.

Consortium working helps provide expertise, admin support etc. However they still have their own stand-alone accounts and this can be restrictive particularly when new infrastructure is required. For very small boards, replacing equipment can necessitate significant increases in rates. However if part of a larger board the cost would be more spread out and balanced between areas and years.

Lindsey Marsh work closely with East Lindsey council. They try to make recommendations to the council about what kinds of people they would like on the board but no guarantee it will be taken in to account. Sometimes the diversity they get is helpful as it can fulfil different roles

Notes from phone call with Ken Durdy, chairman of Tickhill IDB
01302 742275
7/10/10

Questionnaire response from Tickhill was actually completed by the LMDB staff. Wanted to speak to Mr Durdy directly as I gathered they are fairly anti-amalgamation.

Main points:

As mentioned by LMDB, letters from minister and Defra are giving conflicting opinions and have removed urgency from amalgamation

Main reasons for opposing amalg:

1. Would make their rates higher, as they have no pumps or their own equipment and so do not have to account for that expense. Apparently they've been told they would not be allowed differential rates. This is key- if they were allowed differential rates it sounded like they'd go for it (although note that Andrew McGill at LMDB told me that Tickhill have differential rates at the moment, that part of the area is pumped, and that means that rates will only go up for some, not for all. I tried to probe with Tickhill but didn't get it out of him)
2. Loss of local representation. Their area would only have one representative on the new board
3. Their experience with things getting larger has not been good- he used the example of dyke that was taken over by the EA as main river. Now poorly maintained. He feels this is generally the way things will go, that they won't get the local attention
4. He agrees that amalgamation on a catchment basis is more sensible. Their area runs in to the R. Tawn and he would prefer to amalgamate with a board on that side, on that basis (but still be administered by LMDB). I got rather confused about the amalgamation plans for that part of the country but it sounded like at the moment they are being proposed for amalgamation with more than one catchment area? (couldn't quite get to the bottom of it)

Airedale DC and Ouse and Derwent IDB – York Consortium

Phone conversation notes 04/10/10 with Bill Symons

Question 7:

Do you tend to link income and expenditure in your accounting (or does it all go in to one big pot)? Do you have sources of income that are spent specifically on either flood risk management or biodiversity that are accounted for separately?

This is a more complicated question than it first seems; overall, each Board knows the rateable value of its drainage district, the rateable value including the agricultural land and the rateable value of the special levy. Land is transferred from agricultural rating to the special levy when it is developed.

The Boards overall rateable value is linked to the portfolio of land and buildings within the drainage district. Then each year the Board will determine the budget required to complete the work and funds required. A penny rate against the drainage districts overall rateable value will be set by the Board to raise these funds. Then the special levy for the council and individual drainage rates for landowners are calculated on the basis of a penny rate to generate the required income. As an example 1p on a rateable value of £1,000,000 will raise £10,000. If half of this value is in the 'Special Levy' then half of the funds will be raised from the Council. The method of raising income is linked to the nature of the land and buildings in the drainage district.

The actual maintenance work carried out is intended to maintain the drainage system and it is difficult to separate out how the income source relates to the work and benefits (i.e. drainage, flood defence, biodiversity). Different drainage rates are charged for urban areas compared to agricultural areas but often work done on the agricultural land also helps the urban area. As a further example the Boards in the York Consortium provide responses to all planning applications, which will have an impact on the drainage system to protect from flooding. The approach taken is to maintain and protect the drainage system for all. It is only when further individual aspects are required for a particular purpose that they can be attributed to a particular income.

Ouse and Derwent IDB however do have a number of pumping stations, which are solely owned and funded by UK Coal and the Coal Authority. The work carried out is recorded on employee time sheets and invoices for work services and electricity are provided for payment. UK Coal and the Coal Authority have a duty to sustain the drainage as a result of mining subsidence under the Mining Subsidence Acts or to potentially provide compensation otherwise.

Some additional funding can also come from capital works – Ouse and Derwent IDB have recently completed some of these works for UK Coal and the University of York, which brings in extra income. The EA has also contributed money in the past for specific work on Water Level Management Plans and Natural England has historically provided small amounts of money for required work to be undertaken by the Board, however the Board usually conducts this work for others as a contractor. Ouse and Derwent IDB are also making a capital bid from the EA for refurbishment of its pumping stations.

Notes –

Ouse and Derwent IDB and Airedale DC have a single drainage rate. However if amalgamation of Boards occurs it is important to consider differential rates if required reflecting the drainage costs in each part of the district.

Question 8:

How has amalgamation affected your income and expenditure?

Neither of the Boards has amalgamated. However both are in a consortium. I re-asked this question to see if joining the consortia impacted either Board's finances –

The York Consortium dates back to the 1930's when a number of Boards started sharing administrative services. A number of Boards have joined and left in its lifespan. Overall, the appeal of the consortia to Ouse and Derwent IDB and Airedale DC is the sharing of services and expertise. The consortium provides administration services at rates, which are cheaper for the small Boards such as Airedale than if they were to employ their own full time paid staff. It also provides consistent documentation, access to GIS, electronic rating packages and accounts packages, technical expertise and provides an overall support network, which makes the work the Board carries out robust. Costs are lower for smaller IDBs mainly in the form of administration costs with increased purchasing power on things such as insurance. The advantage to larger Boards such as Ouse and Derwent is the same but a greater amount of the consortium staff time is required due to the increased turn over and workload of the Board. The consortium service is non-profit making being charged at cost to the relevant Boards.

The Consortium currently administers 10 Boards, which range in size but overall adequately supports the administrative and engineering support required. These arrangements with the overall turnover of the consortium give the opportunity to directly employ or contract in a range of staff to cover the skills needed. Eight of the current consortium administered Boards are amalgamating in the York area to make three Boards to match the three directly employed maintenance workforce in the area. The Consortium will then consist of five Boards, four of which will have a turnover equivalent or in excess of £300,000 per year with the fifth being Airedale Drainage Commissioners.

Question 10:

Do you actively manage volunteer time and activities?

Neither Board has volunteers for maintenance works. The reason is that health and safety compliance and monitoring would be difficult. In particular working in, on or near watercourses because of the hazards. A large amount of the physical work carried out usually requires the usage of plant and equipment. This can include chain saws, excavators, tractors and strimmers as examples, all of which require appropriate training risk assessment and experience.

The usage of volunteers is possible for maintenance works but the health and safety aspects are very onerous, this along with providing insurance for people not directly employed by the Board and also working on land not owned by the Board makes it a difficult option to progress. If employees and contractors are used there is an assurance of quality of work and of what works have been completed and when.

Both Boards employ local people who live within the district and are able to do the work required when it is needed. The York Consortium currently has three workforces which work within all of their drainage boards in the York area. Amalgamations are under way so that the drainage districts will match the Consortiums three workforces in three larger Boards.

Airedale DC however is in Skipton and therefore not near the York area work forces. A Skipton Land Agent oversees work required within Airedale and the works contracted to two local farmers with appropriate liability insurance and who work within the consortiums health and safety operation standards.

Volunteering would be appropriate in some cases such as some capital works including things like wetland restoration or habitat improvement work however no work of this nature is currently taking place in either drainage areas.

Question 12a:

If you had a vacancy on your board, how would you go about finding the right person to fill it?

The administration does not have any input into who is appointed or elected to the Board. Elected members represent the land owners and rate payers (it is a requirement that they own land within the district) and therefore if a person puts them self forward for election or is nominated by a landowner to represent their interests then they become a formal member of the Board. The election process runs on a three-year cycle. The administration through advertising and support make potential members aware of the process to join the Board.

Whether councillors are district councillors or if some are county councillors?

The Council 'Nominates' its Members usually on an annual basis. The choice of Council Members varies at the Councils choice. At the current time I am not aware of any County Councillors on either Board.

Are the councillors backbench or executive members?

I am uncertain of the status of the councillors appointed but this is the choice of the Council. Nominated members change within the Boards, their position can be affected by a number of things including their political affiliation and interests. As well as appointing Nominated Members to the Board the Local Authority also dis-appoints members if they feel they no longer best represent the Council needs. Often nominated members also have local interest (they can be parish councillors) and some even have agricultural interest. However the Council's nominated representatives play a large role in setting the Boards drainage rates and maintenance budgets because of the Special Levy.

Is LA representation always councillors, or do they have any technical staff/officers?

Both Boards have nominated Council Members who are not councillors. They both have drainage engineers as nominated members working for the Council. The Chairman of Airedale DC is also a nominated Council Member and a retired Council drainage engineer.

Ouse and Derwent IDB has an agricultural nominated Member from Natural England as a landowner. However, he has been unable to attend meetings because of the consequence of recent cuts. It was also mentioned that the Local Authority doesn't always fill all of their allotted positions on the Board. However, Ouse and Derwent never have any problems filling all of its Board Member positions.

Does the IDB have any input in to the council's selection of board members?

No it would be undemocratic.

Opinion toward amalgamation:

It is apparent that in a number of cases amalgamation of Boards or Boards working together perhaps in a consortium would increase efficiency and release resources. However the emphasis to create large amalgamated Boards aiming to achieve levels of turnover with unified rates may not be the best solution. The decision criteria should be based on a robust organisation structure and delivering local value for money for the service provided from local funds. The output from IDBs should be much more focused on ability to strategically, reliably and cost effectively fund, deliver and adapt to the local service required. If Boards through amalgamation are driven to a unified rate as proposed by Defra it is likely that various areas of the district, which can be across councils, will be subsidising others which in my view is unacceptable.

In the past there has been too much focus placed on current large drainage boards and that this 'model' for all Drainage Boards to amalgamate is not practical or locally supported otherwise amalgamations would have occurred already. It was noted that drainage Boards throughout the country operate in different conditions and circumstances.

An example of this would be if two Boards near each other were forced to amalgamate because of their location and shared catchment with one having a gravity catchment and the other a pumped system, the pumped system is likely to be more expensive to run and maintain than the gravity. It follows that it is questionable why they should be driven to a unified rate and further why should they be driven to a loss of identity for the alternative costs for local services.

Airedale is a small finger catchment Board in Skipton. The catchment it runs into is miles away downstream and not practical for the Board to amalgamate. This has been, until recently, the Ministers desire however, with such a move the Boards local identity will be lost and forgotten, consumed within the larger landmass. Overall, it has been determined that Airedale is not compatible to join with any of the other surrounding drainage boards and therefore it is best to operate within a consortium. The presence of the consortium lowers administrative costs and helps create a more robust Board. It is my view that amalgamation should only be done if the output will mean the Board receives an improved and more robust cost effective service for their money. As this is not apparent Airedale DC have decided to sustain its current arrangements in the consortium. It was noted that a smaller Board exists some distance to the East but any amalgamation appears impractical although the Commissioners remain open minded.

Black Sluice

Phone conversation with Stewart Hemmings notes 1/10/10

Question 7.

Do you tend to link income and expenditure in your accounting (or does it all go in to one big pot?) Do you have sources of income that are spent specifically on either flood risk management or biodiversity that are accounted for separately?

Black Sluice IDB have a balance of approximately £500,000 at the end of the year. The Board has an income of £2 million and budgets to spend this amount each year. Therefore at the end of each year there will still be a balance of approximately £500,000. We do not use some of our income to add to this balance.

Question 8.

Can you define 'Rechargeable Works'?

These are works done for private parties- such as ditch clearing, which can then be charges back to the private party. The money spent to do the work is paid back to the drainage board at cost by the private party who received the work.

Question 10.

Do you actively manage volunteer time and activities?

All maintenance work is carried out by paid staff of the drainage board (workforce of 15). There is one conversationalist who looks out for bird populations within the drainage board who is a volunteer.

All board members are volunteers and it was noted that they not only attend Board meeting but also conservation group meetings.

How do you maintain the relationship with volunteers?

N/A

What would be the effect on your IDB if you did not receive these contributions?

Minimal as all maintenance and administration work is conducted by paid staff with exception of the Board Members.

Mr. Hemmings noted that Black Sluice is a big board and therefore the paid staff is a big enough group to maintain watercourses and do any other work themselves- if the amount of maintenance required were to increase then the drains rates would simply be increased accordingly. He states that for smaller Boards this in not necessarily the case. Smaller boards have more local farmers who want to volunteer and do work for the DB mainly because if they do the work then they can help to keep the drainage rates lower for their area.

Question 12a.

Does the board impose any additional criteria over and above the standard election requirements?

No

If you had a vacancy on your board, how would you go about finding the right person to fill it?

The Board has a Northern and Southern Works Committee. The people on these committees are:

- a. Board Members in the area (both elected and appointed)
- b. Additional members, mostly farmers who can advise on future works

If there is a vacancy for an elected member then one of the non Board members on the committee would be encouraged to take up the post.

Whether councillors are district councillors or if some are county councillors?

There are 11 elected Board members and 10 appointed members from four different District Councils. They are all from District councils.

Are the councillors back-bench or executive members?

There is a verity of both on the Board.

Is LA representation always councillors, or do they have any technical staff/officers?

They are always councillors. This is not seen as a problem. The Local Authority has kept the same members on the Board for repeat terms and therefore the councillors have interest in Board activities.

Does the IDB have any input in to the council's selection of board members?

No.

General View toward amalgamation:

Black Sluice feels that it is of a sufficient size to continue to work independently. They feel that some smaller boards should amalgamate to increase their income size to between 500,000 to 1 million pounds- in this way they would be better able to carry out administrative task more effectively. Mr. Hemmings did say that every board is different and does slightly different things; therefore, amalgamating to a single size requirement should not necessarily be a hard fast rule.

Earby and Salterforth

Phone conversation date: 06/10/10

With Mr. Parker

Question 7:

Do you tend to link income and expenditure in your accounting (or does it all go in to one big pot?)

The main sources of income are Drainage Rates and Special Levies. There can also be a small amount of money provided by the EA. The only source of expenditure for the drainage board is maintenance and administration costs- all sources of income are added together and used for these two purposes. Drainage rates are charged to individuals based on the quantity of land owned. There is no separation in accounting between these rates and special levies.

Do you have sources of income that are spent specifically on either flood risk management or biodiversity that are accounted for separately?

No.

Question 8:

How has amalgamation affected your income and expenditure?

Not applicable

Question 10:

Do you actively manage volunteer time and activities?

Because the locals pay drainage rates, they expect the drains to be maintained for them. There are no pumping stations and no areas of high conservation value for which conservation groups would volunteer their services. The board receives no voluntary services apart from Board members time. Mr. Parker himself often completes the required maintenance work unless a larger activity is required, such as the aid from a digger, in which case paid contractors will be employed to complete the maintenance required.

Question 12a:

If you had a vacancy on your board, how would you go about finding the right person to fill it?

There are a total of seven Board members- five elected members (landowners) and two appointed members (Local Authority). If the landowners have a vacancy then they will nominate a landowner at the next board meeting, someone will have to second this, after which the person will be approached and asked to participate. Generally, people do not put themselves forward for the position. The Local Authority has complete control over who they appoint.

Are all councillors district councillors or are some are county councillors?

Both are district councillors and always have been. County councillors could be appointed if the local authority chose to.

Are the councillors' back-bench or executive members?

They are both back-bench members.

Is the Local Authority representation always councillors, or do they have any technical staff/officers?

They are always councillors. However, Mr. Parker doesn't think the board needs technical staff because of the nature of the work required by the board- most of the work is manual and technical expertise is rarely required.

Does the IDB have any input in to the council's selection of board members?

No.

What is Earby and Salterforth's overall feeling toward amalgamation?

Mr. Parker said that the general opinion at the board meetings toward amalgamation is that it would not benefit the drainage board greatly because of the isolated location of the board. There is also a fear that if the board were to amalgamate with another the required maintenance within Earby would not be done and that the board would be forgotten or lost within the amalgamation. Mr. Parker is not opposed to amalgamation if it were to occur however the board will not be actively seeking to amalgamate. There is also a question as the benefits of amalgamation for the board- the board only has one paid staff member (Mr. Parker- clerk) and all work is carried out by paid contractors. It is likely that this will continue to be the case if the board were to amalgamate and no real savings would be made from the transition.

Hundred Foot Washes

Phone conversation notes- 01/10/10

Question 7:

Is income and expenditure linked within the Drainage Board's accounts? Do you have any sources of income that are spent specifically on either flood risk management (such as special levies rates) or biodiversity (such as Defra grant aid)? If so, is that source accounted for separately?

Hundred Foot Washes estimate the costs associated with all works needing to be undertaken such as administration cost, drainage works, insurance etc, and then add these costs together and sets the drainage rates accordingly. Therefore, drainage rates pay for all works within the catchment however the approximate proportion of money for each required cost is pre- determined by way of these cost estimates.

Hundred Foot Washes is not doing any capital work at this time and therefore does not currently receive Government Grant aid.

Question 8:

How has amalgamation affected your income and expenditure?

Hundred Foot Washes is not part of an amalgamation- they are an independent IDB which uses the Middle Level Commissioners' (MLC) offices and staff for appropriate functions. For this reason I asked if by joining the consortium costs had been impacted- the response was that the present arrangements reduced overall costs for the board by providing cheaper rates for things such as insurance (bulk charges to all member IDBs makes the rates for each individual IDB cheaper). The arrangement works in a "two-tier" system by allowing the IDB to operate locally, to fulfil local needs with local expenditure and income, while having the benefit of the MLC as a large board with an awareness of legislation and policy, a larger staff able to help administration and maintenance if needed, and provided reduced costs for things such as insurance and office space (reference to 'bulk' rates).

Question 10:

Does the board receive any assistance with maintenance- does it have any volunteer labour?

It has been estimated that 70% of the total monthly maintenance is done by landowners (from questionnaire response).

I asked if there were any contributions from others parties such as conservation staff (mentioned in section 6 of questionnaire) and it was clarified that the landowners were also members of conservation bodies. Each 'land owner' looks after their own part of the washes. They do their own maintenance work- if needed the two paid part time staff members who directly look after the main channels in the wash will help but usually the landowners are left to their own devices.

Are volunteer activities and time actively managed?

It is not thought that the volunteers need to be managed as they have a very good understanding of the land and usually know what is going on and what is supposed to

be going on at any time. However, the cleansing of the main Wash channels, and the operation of each of the wash inlets requires direct control by the IDB Wash Superintendents.

A side conversation- Mr. Smith said a number of part-time workers had already informed him that if the Hundred Foot Wash was to become part of an amalgamation then they would stop working and it would then be expected that they would be replaced by a few full time paid employees. I asked why they would quit and he told me that they only did the work out of local interest and if the organisation was no longer run by local people and did not address local issues as well, then they did not want to be part of it. They also get some amount of money for the work that they provide however Mr Smith speculated that this amount is no where near as much as they would have to pay a full time employee, without personal interest, to do the same job.

(Paige This comment is generally true across THE WHOLE RANGE OF OUR IDBs, not just HFW. This is one of the reasons why a huge increase in costs is likely to result from an amalgamation)

What would be the effect if the above contributions were not made?

Mr Smith thinks that if the board did not receive the contributions from the volunteers then not only would there be significantly higher costs for the board but that infractions against the government would likely to be raised do to a decline in maintenance and quality of the designated sites.

Question 12a:

Why do people want to stand for a Board position; does the board impose any additional criteria to stand above the standard election requirements; how would the board fill a vacancy?

Anyone who qualifies (to the standard election criteria) can put themselves forward for election. If it is a 'casual' vacancy for the board then the board would know of people who might be good for the position or find out who might be suitable and willing to come on. Every three years the entire board is re-elected and during this time anyone can put themselves forward for election by the rate payers. It is understood that most of the local community knows the people on the board and standing for election, therefore they can personally judge the candidates character and qualifications when they vote in these 3 year elections.

However, there are no additional written requirements from the Board for potential candidates.

It is thought that people want to stand because they have local interest in the washes. Many of the landowners are also members of various conservation bodies concerned with the washes and often have a vested interest in its operation and continued conservation.

Is Local Authority representation always councillors, or do they have any technical staff?

There is no Local Authority representation on this Board (from the questionnaire).

Overall feelings toward amalgamation:

Overall Mr. Smith wanted to make it clear that they did not oppose amalgamation for all boards- he said that a few within the Group were actually discussing the possibility themselves; Hundred Foot Washes however is not one of these. The feeling is that for some IDBs amalgamation might be a good thing, but since the Hundred Foot Washes are working in a very effective two tier system making an amalgamation would only increase the costs and decrease the effectiveness of the board.

It is felt that the two tier system is successful because the consortium is there as the large overseeing body while the drainage board is still independent and can still set its own rates. It is felt that the local knowledge and interest in the board and the wash area is very important in the functioning of the board. If the board were to amalgamate then the local interest would be taken away and people would stop volunteering. The board also does not want to have to raise its rate because of increased costs associated with a change in structure. The consortium is able to prove cheaper costs of insurance and administration to the board. For example if a data request were sent to hundred Foot Wash it would be sent to the consortium and answered on behalf of the individual board, with local input if need be. In this way the consortium can help with larger scale issues and legislative requirements and the board can work with local knowledge and maintenance issues. Full time clerks associated with the consortium are able to supply their knowledge of legislation to the board which a part-time clerk of a small IDB may not be able to do.

Lower Severn

Phone conversation date: 28 October 2010

With: Jackie Iwaskiw

Question 7:

Do you tend to link income and expenditure in your accounting (or does it all go in to one big pot?)

Yes. Expenses to the board pertaining to flood management and maintenance issues are determined at the start of each year. Special levies and drainage rates are then set at a value to cover these expenses.

There is however some uncertainty at the moment about how income will be derived in the future- current government cuts mean that IDBs may have to alter how they derive their income. Lower Severn contains eight councils within its management area and therefore special levies contribute significantly to the boards overall income. There is currently discussion of councils being capped by the Government therefore it might put pressure on the amount of money they are willing to give the Drainage Board- if the Lower Severn could not increase special levies in accordance with inflation and rising costs of maintenance, this would cause the Board to have to reduce its maintenance activities which represent 80% of the Board's expenditure or find other ways to increase income.

Additionally, approx 12.5% of the board's income comes from the EA in the form of a Foreign Water Grant. Current cuts to the EA could mean that the grant may no longer be available to the board- this reduced source of income would seriously impact the Lower Severn financially.

Do you have sources of income that are spent specifically on either flood risk management or biodiversity that are accounted for separately?

The main source of expenditure is flood risk management for the Lower Severn.

Question 8:

How has amalgamation affected your income and expenditure?

The main source of income for the Lower Severn is from the developed Avonmouth/Severnside area. This area was included in the original South Gloucestershire IDB pre amalgamation and therefore the amount of income received by the Board has not increased in proportion the quantity of expenditure now required to maintain the larger area of land. The South Gloucestershire IDB maintained approx 300 km of water course which increased to approx 500 km after amalgamation. The 2010/11 levy for the 4 councils in the old South Gloucester area amount to £755,322.87, the other 4 councils amount to £37,550.48 which by no means covers the 40% increase in the km of watercourse.

Question 10:

Do you actively manage volunteer time and activities?

Board members are the only volunteer group acting on behalf of the Board as they come under the heading of directors for insurance purposes. No other volunteers can be entertained because of insurance. Full Board Meetings are normally set four times a year. One of the meetings is used in the main as a training day for Members. It should be noted that a number of people (such as pump attendants) contribute to the board for a very small amount of money. Although they are not fully volunteering their time they are working at a hugely discounted rate.

How do you maintain the relationship with volunteers?

Most board members can be reached via email. Relationships are also strengthened by the annual meetings.

What would be the effect on your IDB if you did not receive these contributions?

Huge. The local knowledge that the board members are able to supply the IDB with is invaluable. The board would not be able to operate without their historical knowledge of flooding within their respective areas. Also, the pump attendants, acting on behalf of the Board for minimal pay, contribute to time consuming monitoring and out of hours work for the Board. If Board employees were to be used for these positions or an automated programme introduced, the Board's maintenance costs would increase substantially.

Question 12a:

If you had a vacancy on your board, how would you go about finding the right person to fill it?

The main criteria are that the elected person is a rate payer or has been nominated by a rate payer, and has an interest in the area and wants to be involved with the Board. Local councils must appoint someone who 1. has skills/experience which would be helpful and relevant to the board and 2. has shown capacity in that matter.

Elected members are generally farmers who have an interest in knowing what decisions will be made by the IDB since the outcome of the decisions directly impacts their livelihood.

Also, there has been a staff sub-committee formed to monitor staffing issues and the interest of the IDB workers. The Committee consists of 4 board members, Chairman and Vice Chairman supported by the management team, and they have overviewed the recent cost-cutting measures involving employees.

Are all councillors district councillors or are some are county councillors?

Both district and unitary councillors serve on the board.

Are the councillors' back-bench or executive members?

Unknown, probably both.

Is the Local Authority representation always councillors, or do they have any technical staff/officers?

There are sometimes technical officers appointed. Bristol City Council appoint an engineer who assists with some engineering advice within the Board. Local Authorities do however have the right to appoint or remove whoever they want. Often the political party influences who will be serving on the IDB. There is some capacity that if a helpful councillor is removed from the Local Authority role they can then be a member of the board as a nominated person.

Does the IDB have any input in to the council's selection of board members?

No

What is Lower Severn Drainage Board's overall feeling toward amalgamation?

The overall feeling is that Lower Severn DB has expanded as large as geographically possible. For smaller boards amalgamation is a necessity in order to be able to perform required maintenance and quality assurance tasks and comply with statutory requirements. Without amalgamation they can not afford to employ the expertise required. The new LSIDB amalgamation as a whole did not see savings as a result. The Board saw increased expenses as a result of a greater area of land now needing maintenance. However the required

administration and maintenance works could not have been completed within the smaller Boards budgets had they not amalgamated with the South Gloucestershire IDB.

Additional Comments:

The total number of employees working for the IDB is not a direct reflection of the hours worked for the IDB.

The 3 clerical staff are part time. The management team consists of a Responsible Finance Officer and Solicitor part time, Clerk, Land Drainage Engineer, Civil Engineer and Foreman full time. This equates to a full time equivalent of 6.5 employees.

The 8 remaining general maintenance operatives are full time.

There has been a recent reduction of 1 general maintenance operative which represents a 6.6% reduction of the total Board's employment.

The Parrett and Lower Axe - Somerset Consortium

Phone conversation notes 1/10/10

Question 7

Do you tend to link income and expenditure in your accounting (or does it all go in to one big pot?)? Do you have sources of income that are spent specifically on either flood risk management or biodiversity that accounted for separately?

Generally, the amount of work needed to be done within each of the Drainage Boards is identified and an associated cost is calculated. The apportionment between Rates and Levy is then calculated in accordance with the legislation. Overall, income sources consist of special levies and drainage rates- money from these two sources fund any maintenance work required. An exception to this would be if grant aid were to be given for a specific project, the money would then be used for that project only and accounted for separately. There are other small sources of income that can also be used to help fund work required. The percentage however is very small in comparison with special levies and drainage rates.

Question 8

How has amalgamation affected your income and expenditure?

This really only applied to the Parrett although it was mentioned that the Lower Axe has plans to amalgamate within the next year.

Overall amalgamation has had a positive impact on the Parrett although it has not influenced the DB's income or expenditure greatly. It can be said that generally being part of an amalgamation lowers overhead costs for the Board.

General Discussion of views toward amalgamation:

Both Consortia and amalgamation are viewed as positive by Mr. Stevens.

The Axe benefits from being in a Consortium with the Parrett because it can use its much wider resources through the consortium. The downside of a consortium compared to amalgamation is however the higher administrative costs associated with having to keep a greater number of Drainage Board accounts as well as an account for the Consortium itself. This is eliminated by just having the boards combining into a single Board by amalgamation (one account). However, there are both positives and negatives with amalgamation dependent on whom one asks. Mr. Stevens is an officer and his view is that amalgamation is a good thing when combining smaller IDBs. This is why they plan on having the Lower Axe amalgamate next year with three adjacent smaller Boards. It is Mr Stevens' view that with amalgamation a wider range of experience enters the DB with greater professional qualifications. Having paid qualified staff working for the DB leads to more controlled standards- this is because people with professional qualifications do not want to act out of their respected roles and risk discrediting their qualifications. Often if a qualified officer recommends something to the Board then the Board Members will listen because if the officer points out a shortcoming and the Board does not act then the fault is theirs (an example if this is with Health and Safety regulations often a small board may 'overlook' some requirements but if a paid officer advises Health and Safety regulations should be followed then the Board is more likely to incorporate the changes even if they require funding).

Some Board members may oppose the idea of amalgamation because ultimately it reduces the number of members from any given area. They will argue that local knowledge will be lost if the board amalgamates. Mr. Steven agrees with this- he knows of some volunteers for the two boards who have indicated that when the Lower Axe amalgamates (for example) that they will no longer wish to volunteer because of its new larger size. It is suggested that this is not always a bad thing.

Overall, Mr. Stevens feels that the best compromise is to have smaller Drainage Boards amalgamate to lower costs and increase effectiveness. Then these larger amalgamated DBs can work together as a Consortium to further their resources. It is planned to have the Lower Axe amalgamate with two smaller DBs out side of the current Consortia.- the new amalgamated DB will then joint with the Parrett to form a new Somerset Drainage Board Consortium who will manage the interests of the two amalgamated larger boards. It is noted however that each Drainage Board may have different situations and that no one rule will necessarily work for all of the drainage Boards.

Question 10

Do you actively manage volunteer time and activities?

No. Landowners often maintain watercourses that are not considered to be 'priority watercourse' however it is their responsibility to manage their own private land. The amount of watercourses maintained by the drainage board itself depends on the overall amount of funding received and the needs identified.

The Boards are also helped out by local people who operate sluices. The voluntary sluice operation occurs on small land areas where flooding is unlikely to impact any urban area usually the volunteer has vested interest in operating the sluice.

How do you maintain the relationship with volunteers?

Contact is kept through field staff talking with the volunteers. A system is also being put in place which will ask the volunteers to phone the DB to let them know what they have done and when they are doing it. Most volunteers only operate one sluice but some are responsible for two.

What would be the effect on your IDB if you did not receive these contributions?

It would be a noticeable added expense if the volunteers did not help the boards. Since the sluices do not currently have telemetry on site and they are all relatively small sluices, staff would have to be employed to operate the sluices in place of volunteers. I asked if some volunteers would stop helping if the board amalgamate (such as the Lower Axe)- Mr. Stevens said some have threatened however since they have vested interest in the operation of the sluices and they still owned the land then it was likely that they would continue to help out. The most probable people to stop helping are those who do not have a direct interest with the maintenance of water level for the Drainage Board.

Question 12

If you had a vacancy on your board, how would you go about finding the right person to fill it?

If it is for an elected member we would consult existing members for suitable local land occupiers or advertise on our website. The candidate must meet the standard criteria which includes owning or occupying land. If it is for an appointed member the person must also be interested and keen in participating- it is Mr. Stevens belief that it is better to have Board members who are interested and want to participate as opposed to someone who may be an expert but that has little time to contribute.

Whether councillors are district councillors or if some are county councillors?

They are all district councillors. One is also a county councillor.

Are the councillors' back-bench or executive members?

There is a mixture of both.

Is Local Authority representation always councillors, or do they have any technical staff or officers?

LA is not always councillors, they are also members from Natural England and the RSBP- overall, the Parrett Board is composed of a mixture of farmers (and retired farmers), house

holders, and representative from conservation organisations. The Lower Axe is composed of mainly farmers. For both DBs some of the councillors are also farmers/landowners.

Does the IDB have any input in to the council's selection of board members?

They can make suggestions about who is appointed but have no official decision in the matter.

Ramsey

Phone conversation date: 05.10.10

Conversation with Mr Chrisp

Question 7:

Do you tend to link income and expenditure in your accounting (or does it all go in to one big pot?)

Drainage rates and the Local Authority precept (special levy) are used to pay for all maintenance work on drainage systems and administration fees. Additional income from capital work is accounted for separately. Capital Development contributions are one time payments from developers to the Board. This money is put aside into the Board's savings for future, unexpected work requirements – such as pump station replacement. High Land Water Contributions are sometimes invested in savings but can also be used to help lower maintenance costs and drainage rates.

Do you have sources of income that are spent specifically on either flood risk management or biodiversity that are accounted for separately?

Drainage rates and the local authority precept are specifically spent on the drainage network which is seen as protection from flooding to nearby urban areas as well as to the agricultural land.

Do you collect special levies? Yes. Please see answer above.

Question 8:

How has amalgamation affected your income and expenditure?

There has been no real change in income or expenditure since amalgamation. However this is because of the initial increase in administration costs after the Board amalgamated. The costs were expected to decrease after the initial investment. However, because of new legislation and increased work requirements costs have yet to decline and expenditure remains high. It is noted however that insurance premium for one Board (post amalgamation) has equalled savings. It can also be speculated that the amalgamated Ramsey IDB has saved money on maintenance work since amalgamation by being more efficient- this can not be quantified at the present time.

Question 10:

Do you actively manage volunteer time and activities?

There is not much need to manage voluntary time and activities. Only when there is a problem with a pump or if there is an extremely large amount of water does the Board require help from local land owners. In these circumstances the land owners will use their own equipment to help remove some of the excess water – in these emergency situations the main aim is to protect the nearby town and the adjacent farmland.

Outside of emergency contributions, the main contribution from volunteers is in the form of keeping the Board informed as to the operation of their pump and status of the drainage ditches.

Ramsey Drainage Board serves as its own conservation group and therefore does not have voluntary groups for their biodiversity work. Members have been trained by English Nature and by the Middle Level Commissioners' Biodiversity Consultant in various conservation issues.

How do you maintain the relationship with volunteers?

Mr Chrisp's office is always open for people to stop in and discuss issues if they desire. When emergency work is required usually the land owner with vested interest will simply come and help out. In addition, all the Board members are volunteers and often they also provide maintenance volunteer services under emergency circumstances.

What would be the effect on your IDB if you did not receive these contributions?

The costs of the Drainage Board would increase and a greater number of paid staff would be required to not only help in emergency flooding situations but also to help keep an eye on the catchment and make sure everything was working properly and maintained to the required standard. In the long run, voluntary contribution from local members reduces the drainage rates they must pay.

Question 12a:

If you had a vacancy on your Board how would you go about finding the right person to fill it?

Generally people are invited in the Board who want to be involved and who have a vested interest in the operation and maintenance of the land. Generally people do not put themselves forward but if they wanted to then they could discuss things with their fellow rate payer or go to the Councillors and ask to be appointed. Appointed members of the Board generally stay within farming families. This is important because the knowledge of how to maintain the land as well as react under differing weather conditions is passed from father to son so to speak. Farmers feel that it is important for them to have some control into how the water is managed through their property since their livelihood is dependent on it. Overall the Board is mostly concerned that the people on the Board are able and willing to provide effective planning.

Are all councillors district councillors or are some county councillors?

All are District Councillors or District Council Appointees as required by the Board's Constitution.

Are the councillors back-bench or executive members?

This is unknown. Two LA Council representatives are farmers within the area and the third is a Technical Deputy appointed by District Council - he gives advice as and when needed regarding the engineering and maintenance of the drains.

Is the Local Authority representation always councillors or do they have any technical staff/officers?

One is an officer of the Council who has a technical background.

Does the IDB have any input in to the council's selection of Board members?

No but they have been happy with the selected people.

What is Ramsey's overall feeling toward amalgamation?

Amalgamation is a good thing if it will make the combined Boards more efficient. When the Boards amalgamate they need to be sure to maintain the local interest and knowledge, People who have a vested interest in protecting the land will put more time and effort into the Board and operation of it.

The two Boards which amalgamated to form Ramsey IDB had the same people on both Boards and therefore members already knew each other and were willing to work together. The benefit of amalgamation was for Mr Chrisp the Clerk who was able to run one Board more efficiently instead of two. Ramsey however is an independent Board amongst the Middle Level Commissioners who all operate under a single Clerk (although they are a consortium not an amalgamation). Mr Chrisp works with the Clerk from the Middle Level Commissioners as well as with the other independent Drainage Board Clerk within the region (i.e. Whittlesey IDB). The three of them meet once a year and form an informal consortium. They discuss issues together, liaise and help other out when needed.

Mr Chrisp thinks that the best thing would be for the Government to leave the IDBs alone since they have been successfully working together, as a single organisation, of hundreds of years. He thinks that there will be a problem if the number of Boards is decreased too drastically. He states that although Drainage Boards may not have officially amalgamated or form consortia most were already doing it unofficially, not because they were told to not because the ultimate goal of the Drainage Boards is to provide efficient drainage, good value for money and protect local interest. It should also be note that the local interests of some land masses impact the country as a whole and greater recognition to the work that Drainage Boards do for water management within the country should be given.

Additional information provided:

Ramsey has not flooded since 1920.

The Board meets three times a year. The first meeting is the Annual General Meeting in which environmental training (such as BAP implementation) is undertaken and appointments are made. The second meeting is a Drainage Inspection meeting in which all members walk the drains and pumping stations as well as discussing any environmental issues. The third meeting is an Extraordinary General Meeting where the Internal Auditor's Report is accepted before the Accounts are submitted to the Audit Commission and topics not previously discussed can be addressed.

Selby

Phone conversation date: 17/10/10

Conversation with Nigel Everard

Question 7:

Do you tend to link income and expenditure in your accounting (or does it all go in to one big pot?)

The expected expenses of the drainage board are forecasted at the beginning of each year. These will include any maintenance work required, administration fees, and any capital works or planned additional work. It is then assumed that the board will receive funds in the form of grant aid or development funds which will contribute towards the costs of such capital work (EA grant covers 45%). The drainage rates and special levies rates are then calculated to cover the remaining costs. There is currently no direct link between the source of money (ie drainage rate vs special levies) and the specific works funded. The reason being is that all watercourses within the Selby Area go through both agricultural land and urban areas. If a watercourse only impacted one of these (urban or rural) then it may be possible to allocate the funds- however this is not the case.

Do you have sources of income that are spent specifically on either flood risk management or biodiversity that are accounted for separately?

If the board receives money for capital work, including things like pump replacement, then the grant aid provided would be used for the approved purpose.

Any remedial work done on behalf of the Coal Authority is charged back to UK Coal/ Coal Authority- this amount of money has however decreased since coal mining stopped within the area (from the questionnaire response).

JBC Consultancy provides the Board's engineer and manages all of the environmental issues on behalf of the board. Their costs are included in the maintenance budget or capital costs as relevant.

Question 8:

How has amalgamation affected your income and expenditure?

Selby Area is formed from the amalgamation of five drainage boards. The amalgamation occurred in 1976. The benefit of the amalgamation was the spreading of the financial input from the rates on the power station not the mines. This did not reduce the rates but allowed the benefit to be spread over the whole of the Selby area.

Since the amalgamation occurred so long ago no new savings or impacts as a result of amalgamation, have been recognised in the last five years.

Question 10:

Do you actively manage volunteer time and activities?

No. Volunteers operate as the eyes and ears of the board- they inform the board if anything is not working or if anything goes wrong within the board's area. Volunteers do not contribute in the form of physical labour. The board only has their experiences staff performs maintenance work to ensure that the work is done in a satisfactory way and for health and safety reasons.

The only exception is the 2000 floods in which case staff could not access areas of the board-local members of the community then helped on the ground however they were not necessarily 'managed' during the emergency efforts.

How do you maintain the relationship with volunteers?

The board's engineer has contacts with local land owners. He will call them and discuss any future development plans or maintenance work before the associated project is commissioned. In this way he is able to understand local issues helping to eliminate objections to work after it has been begun.

What would be the effect on your IDB if you did not receive these contributions?

The board would need more men on the ground. Currently the board has been installing telemetry when refurbishing pumping stations- this would help eliminate the need for so many 'eyes and ears' if successful. However at the current time there are not enough pumping stations with telemetry installed to tell if the new system is beneficial.

Question 12a:

If you had a vacancy on your board, how would you go about finding the right person to fill it?

Mr. Everard will announce the vacancy at the board meeting. If there was an area under represented within the board then he would directly address that area. This way the board's representation covers all interested parts of the catchments. Currently there are not many vacancies on the elected board although this may change in the future and farms are being operated by less staff decrease the number of interested parties. People can also write in the Mr. Everard stating their interest.

During elections Mr. Everard will advertise any vacancies, announce the vacancies at the board meeting and create a list of nominated parties- he will also add those names of people who wrote in expressing interest. It is then up to the rate payers to vote for the person they want to represent them.

The Local Authority simply writes annually to tell the board who will be representing them. They usually appoint people who have local knowledge of the area and who represent their interests. There have been vacancies on the appointed board recently; this is a direct result of budget cuts. The District is also able to withdraw councillors if they feel they no longer represent their best interest (usually associated with a political change). Recently a valued member of the board who helped with planning was not re-nominated by the local authority. When he was refused to be reinstated the rate payers nominated him as one of their representatives.

The board has discussed creating working groups to discuss issues and report back to the board meeting. It was thought that this could possibly decrease the actual number of member (currently 53). In the end this idea was opposed because it was seen to prolong the decision making process. By having groups discuss issues that had no financial pull the board would still have to discuss the same issues and vote- some members thought that since the working groups were only 'talking groups', their individual interests would be lost or under represented when it came to the actual financial decisions made by the board.

Are all councillors district councillors or are some are county councillors?

They are all district councillors however one of the district councillors is also the county councillor.

Are the councillors' back-bench or executive members?

Unknown. The council leader is currently on the board although he has yet to attend a meeting.

Is the Local Authority representation always councillors, or do they have any technical staff/officers?

They are always councillors on the Selby board. Mr. Everard has experience with a technical officer on another board he manages and has found that although the representative has a technical background he does not offer technical advice or work for the board- rather he represents the council the same as other appointed councillors. The Selby Area provides the technical expertise to the Local Authority. It is more often their role to support the local authority in this way and it is not expected that the local authority will provide the board with any technical expertise.

Does the IDB have any input in to the council's selection of board members?

No; Mr. Everard has suggested that they appoint representation from different interest groups however, this has not yet occurred and currently representation is centred on political association and financial interests/ constrains.

What is Selby Area Drainage Board's overall feeling toward amalgamation?

The Selby Area feels that it is already of an adequate financial size to operate efficiently and effectively on behalf of the catchment area. With the exception of one small drainage board, no boards are located within the surrounding areas to amalgamate with. Selby Area offered to amalgamate with the small board- the small board decided against it and instead joined a consortium across the river.

Selby Area has an open door policy meaning that it is willing to have small board amalgamate with it; it however will not be considering amalgamation with another large board. Selby area is part of an informal consortium with some of the neighbouring boards. They are currently waiting for new legislation to get passes before formalising their arrangement. It was discussed that amalgamation should not occur between boards who are separated by major rivers- the reason being that this would add difficulty to sharing staff and workforce. It would also make it harder to access various part of the board quickly. The costs associated with pumping (gravity fed vs powered) also play a role in the willingness of boards to amalgamate.

River Stour

Phone conversation notes 05/10/10 with Derek Lewis

Question 7:

Do you tend to link income and expenditure in your accounting (or does it all go in to one big pot?)

A program of required work is drafted each year; this might include things such as maintenance work and administration costs as well as new legislative requirements such as development of a Biodiversity Action Plan. Each area of required work is then costed and added together to determine the required income. Income is composed of drainage rates and special levies (each is set so that they bring in the required funds necessary to meet the pre-determined works).

Do you have sources of income that are spent specifically on either flood risk management or biodiversity that are accounted for separately?

There is currently no capitol work taking place within the Stour. However, things such as Grant Aid given for a specific purpose would fall under this category. In such a case the amount of money received for a specific purpose would only be spent on the purpose for which it was received and accounted for separately.

Question 8:

How has amalgamation affected your income and expenditure?

Not applicable.

Question 10:

Do you actively manage volunteer time and activities?

There is not a huge scope for voluntary work outside of conservation. Reasons being maintenance work and sluice operation is important throughout the drainage board for both upstream and downstream properties and land. The Board needs to ensure that the required work/actions are taking place where and when required (and to a standard required). Health and Safety issues also require that paid employees undertake required work and have lead to recent structure improvements.

There is a large portion of conservation work being undertaken within the Board. The RSPB, Wildlife Trust and Natural England are just a few of the organisations which actively help with conservation activities. These activities are usually done for a specific purpose/interest such as owls, bats, King Fisher, or Water Voles and are done out of interest of the volunteer group. The Board actively participates in meeting with these groups and guides them as to the feasibility of their desired work and directs them when possible. They do not actively manage the groups but rather help inform and facilitate their needs as required.

How do you maintain the relationship with volunteers?

The Stour has day to day meetings and conversations with various conservation groups. They actively attend meeting and make sure to keep informed of conservation activities taking place in their drainage board catchment.

What would be the effect on your IDB if you did not receive these contributions?

There would be a negligible impact on the drainage board as an operating body if the conservation activities were to stop. The board itself manage maintenance activities in a

conservation minded way. The voluntary groups add conservation value for specific purposes but are mainly acting out of their own interests.

Question 12a:

If you had a vacancy on your board, how would you go about finding the right person to fill it?

50% of Board Members are elected by rate payers. Since they are nominated and elected to represent the interests of the community the Board does not have a say in who should stand. The other half are appointed by the Local Authority. Some appointments are political and others are based on their representation in specific committees (such as planning, conservation, or recreation). The Board can give suggestions as to what interest groups might benefit from having representation on the Board (and visa versa) but ultimately it is up to the LA to appoint who they want.

Are councillors all district councillors or are some are county councillors?

There are two county councillors amongst the district councillors.

Are the councillors' back-bench or executive members?

There is a mixture of both on the Board. All councillors are very involved within the area they represent. The county councillor can also be the city councillor.

Is LA representation always councillors, or do they have any technical staff/officers?

Currently they are all councillors. Some of the councillors do however represent conservation groups (such as Natural England). Most are members of the planning or finance committees. This is however deemed to be very helpful as there are a number of queries within the DB regarding planning applications and development. It was also mentioned that people with technical backgrounds were not necessarily required on the board since there was already a paid Engineer who has close ties with the District Drainage Engineers and who could call upon them if needed.

Does the IDB have any input in to the council's selection of board members?

They can suggest areas which need better representation within the board to the Local Authority and actively seek qualified people and ask them to put themselves forward. However ultimately the LA appoints the members and the member themselves have to be interested and willing to participate.

General View toward amalgamation:

The River Stour has twice contemplated amalgamating with a neighbouring drainage board. They undertook an extensive independent study into the benefits of amalgamation and found that there weren't any. For this reason they shared their information with the Minister who agreed that it was better for them to stay independent. Mr. Lewis thinks amalgamation should only take place if the boards in question share the same hydraulic catchment and are within a workable distance from one another (meaning that they are feasibly able to share the same workforce). The main reasons it was not deemed practical for the Stour to amalgamate was the distance between it and the chosen board- the engineer and workforce would not have been able to get between the two boards easily making it impractical and costly for travel. Overall, for an amalgamation to work and be worth while the rate charged to the locals should not be largely impacted.