



Corporate Strategy

Part I

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Foreword

It is six years since the Ouse and Humber Drainage Board came into being, following the amalgamation of the Market Weighton and Lower Ouse Boards. During this time, I believe there have been many positive results, despite the occurrence of significant flood events such as the December 2013 tidal surge and the flooding during the winter of 2015/16. The Board has demonstrated its professionalism in conducting its day to day business and in stepping up to respond to these emergencies. The Board has embraced the ethos and values promoted by DEFRA in seeking to modernise and transform IDBs, employing robust governance arrangements and giving focus to wider environmental interests to which land drainage and flood risk management activities relate.

It has been timely to reflect on the progress made so far in developing this Corporate Strategy for the Board. Part of its preparation has been to consider what has been achieved, what is working well, along with what improvements still need to be made. This Corporate Strategy provides a refreshed suite of objectives and measures for the Board to pursue over the next five years and the longer term, aimed at ensuring it remains at the forefront of the modernisation agenda for IDBs, is able to capitalise on opportunities this presents, and succeeds in delivering a cost-effective, high quality service to the communities it serves.

I have every confidence that, with the commitment and support of Board Members, and our dedicated and proficient members of staff, this Strategy will guide the Board to success.

Andrew McLachlan

Chief Executive of the Ouse and Humber Drainage Board

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Executive Summary

What is the Corporate Strategy?

The Corporate Strategy sets out the key priorities for the Ouse and Humber Internal Drainage Board (OHDB) over the next five years and the key actions that it will take to deliver them. It directs how the Board will strive to achieve greater efficiency to sustain and improve the services it provides, raise its profile locally and nationally, and become one of the most progressive and modern drainage boards in the country.

It brings together in one document the Board's vision and objectives that will underpin and guide its operations, along with its supporting framework of policies and procedures that determine how the Board governs itself and carries out certain statutory functions.

OHDB Vision

"To be the top performing Internal Drainage Board in the country and a beacon of best practice in providing land drainage and flood and water management services to the communities and environment of the Ouse and Humber Drainage District."

The Ouse and Humber Drainage Board

The Ouse and Humber Drainage Board (OHDB) is one of 112 internal drainage boards (IDBs) in England, responsible for managing water levels in low-lying areas where there is a special drainage need. IDBs are responsible for 'ordinary watercourses' and the surrounding land that will derive benefit or avoid danger as a result of drainage operations.

Located at the confluence of the Rivers Ouse and Derwent within East Riding of Yorkshire, OHDB is an amalgamation of the former Lower Ouse Drainage Board and the Market Weighton Drainage Board. Its district covers 34,422 hectares (132 square miles), although the wider catchment that benefits from the Board's operations is assessed as 47,959 hectares (185 square miles) - approximately a fifth of East Yorkshire.

The Board maintains 418km (260 miles) of watercourses, including the River Foulness, and 17 pumping stations and 32 outfall structures. The Board also maintains approximately 24km (15 miles) of main river on behalf of the Environment Agency.

Although the district was originally drained for agricultural and trade purposes, the population has grown and is now in the order of 20,000 people. The main settlement is the historic town of Howden and there are a number of more modern villages including Bubwith, Gilberdyke, Holme on Spalding Moor and Newport, along with numerous smaller settlements.

Governance and resources

The main legislation in which the duties and powers of an IDB are laid out is the Land Drainage Act 1991. These are summarised in Table 1, Section 2.3.

The Board is financed primarily from agricultural drainage rates which are paid directly to the Board by farmers and landowners and by domestic and business land drainage rates which are collected on behalf of the Board by the local authority through council tax and business rates via a mechanism called the Special Levy. The split between the two is generally 54% Special Levy and 46% Drainage Rates, reflecting the ownership and land use within the district.

The Board's main expenditure is on operations, administration, contributions to the Environment Agency, and capital works. Operations makes up the majority of the expenditure, including general maintenance of watercourses, structures and pumping stations, running costs such as electricity for the pumping stations and fuel for mobile plant, and other costs such as protective clothing and remuneration for the Board's operational staff. Administration costs cover the running of the Board's office in Howden, IT equipment, stationery, insurances, professional fees and the remuneration of the management team and administrative staff.

As a local independent public body, the Board is responsible for putting its own arrangements in place to ensure business is conducted in accordance with the law and proper standards. The Board's key governance documents are summarised in Table 2, Section 2.5, and are presented in Part 2 of this document. These cover matters such as the division of responsibilities between Board Members and employed staff, financial regulations and risk management.

Issues, challenges and opportunities

The main issues, challenges and opportunities facing the Board over the next five years and in the longer term are considered to be:

- Climate change
- New development
- Ageing assets
- Budget pressures
- Brexit
- Review of district boundaries
- Public sector cooperation agreements
- Retaining skills and expertise
- Raising the profile of the Board
- Transforming procedures and working environments

These are discussed in detail in Part 1, Section 3 of this document.

Key Priorities

To work towards achieving the Board's vision and to address the key issues, challenges and opportunities, the following key priorities have been established:

Table 4 – Ouse and Humber Drainage Board Key Priorities

1. Reduce the risk of flooding and improve the drainage network within the district to mitigate and adapt to the impacts of climate change, whilst conserving and enhancing the natural environment in line with current legislation.
2. Identify and pursue transformation projects that will modernise and improve the efficiency of the Board's operations and working environment.
3. Invest in the Board's people, promote a safe working environment and support initiatives that will improve productivity and help secure succession planning for the Board.
4. Identify opportunities to expand the Board's area and provide professional services for partner authorities, where there is a clear benefit to the OHDB.
5. Seek maximum budget efficiencies, optimising and protecting the Board's revenue, reinvesting savings in frontline services and future capital investment.
6. Pursue a robust medium-term approach to managing the Board's drainage network.
7. Develop and deliver a coordinated programme of capital investment to upgrade existing and construct new assets, maximising funding from external sources.
8. Adhere to the Board's governance arrangements to ensure appropriate accountability and transparency of the Board's decisions and conduct, and review them at timely intervals.
9. Develop a robust policy to respond to applications for new development, to reduce the impact of flooding on the Board's assets and the community.
10. Communicate and engage with stakeholders in a timely and professional manner.

Measures and Monitoring

To achieve the Board's objectives, a wide range of measures and activities will be applied over the short to medium term, involving new technology, administrative procedures and approaches to maintenance of assets. These are set out in Part 1 Section 5 of this document.

It is intended that these measures will be subject to annual monitoring of progress through the Executive Committee and Board meetings as appropriate, and that the Strategy itself will be reviewed every five years, or sooner if there are significant circumstances such as major changes to the legislation governing IDBs, or factors that will have a significant impact on the Board's finances.

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Part 1

1. Introduction to the Corporate Strategy

1.1 *What is the Corporate Strategy?*

The Corporate Strategy sets out the key priorities for the Ouse and Humber Internal Drainage Board (the Board) over the next 5 years and the key actions that it will take to deliver them. It directs how the Board will strive to achieve greater efficiency to sustain and improve the services it provides, raise its profile locally and nationally, and become one of the most progressive and modern drainage boards in the country.

Over the past decade, the changes in the political and financial climate have seen both positive and negative repercussions within the remit of flood and water level management. The Summer floods of 2007, which had a significant impact on the Board's district, and subsequent events such as the tidal surge of December 2013 and floods of Winter 2015, have brought this topic back to the national policy agenda. With further changes likely and the current uncertainties surrounding the 'Brexit' agenda, the Strategy provides a basis that the Board can use to prepare for and respond to these challenges and opportunities.

The Strategy brings together in one document the Board's vision and key priorities that will underpin and guide its operations, along with its supporting framework of policies and procedures that determine how the Board governs itself and carries out its statutory functions.

It has been prepared by the Chief Executive with the support of the Corporate Strategy Manager, and overseen by the Board's Executive Committee. The Executive Committee were consulted on drafts of the Strategy before it was presented to the full Board for formal endorsement.

1.2 *Recent achievements*

Since the Board was formed in 2012 (upon the amalgamation of the former Market Weighton Drainage and Lower Ouse Drainage Boards), there has been some good progress in improving and consolidating operational and administrative practices. Some key examples include:

- Purchase of a new weed boat in 2013 following the 'de-maining' of the River Foulness
- Relocation of operational staff from depots at Skelton and Market Weighton to a new single depot, with much improved welfare facilities
- Upgrading of the Board's operational vehicles and purchase of a new pick-up truck
- Regular training of operational staff, with more staff qualified to perform mechanical operations
- Upgrading of IT systems and installation of new rating software
- Two Public Sector Cooperation Agreements with the Environment Agency to carry out maintenance work (one for the Market Weighton Canal and the other for Back Delfin and Ellerker Beck)

This Strategy seeks to build on the progress made so far and set out how the Board can continue to modernise and reform its practices to make it more robust and better placed to

withstand the pressures that impact on its ability to provide an effective land drainage and flood risk management service for the communities in its district.

1.3 Our vision

As part of preparing this Strategy, it is timely to consider the Board's vision to articulate its aspirations for the next five years, building on the progress made since the amalgamation and striving towards further improvements. In this regard, the Board has agreed the following new vision.

"To be the top performing Internal Drainage Board in the country and a beacon of best practice in providing land drainage and flood and water management services to the communities and environment of the Ouse and Humber Drainage District."

To assess progress against the Vision, the Board will periodically review performance using the measures set out in Section 5 of this document.

1.4 Structure of the document

The Corporate Strategy is split into two parts.

Part 1 comprises five main sections, the first being this Introduction to the Strategy. Section 2 sets out the context for the Strategy, outlining the role of internal drainage boards (IDBs), information about the Ouse and Humber drainage district, how IDBs are governed, key legislation, and main sources of income and expenditure. Section 3 discusses the main issues, challenges and opportunities facing the Board, from climate change to the repercussions of Brexit and significant needs for capital investment. Section 4 sets out the objectives for the Strategy, based on achieving the Board's Vision in light of the issues, challenges and opportunities. Section 5 provides a framework of measures that will implement the Objectives, including details of how these will be monitored.

Part 2 of the Strategy is a compendium of the Board's constitutional documents, including the standing orders, policies and procedures. These are described further in Section 2.5.

2. Context

2.1 Internal Drainage Boards

The Ouse and Humber Drainage Board (OHDB) is one of 112 internal drainage boards (IDBs) in England, responsible for managing water levels in low-lying areas where there is a special drainage need. In particular, IDBs are responsible for 'ordinary watercourses' and the surrounding land that will derive benefit or avoid danger as a result of drainage operations. Larger rivers and streams, designated as 'main rivers', are the responsibility of the Environment Agency, to which the IDBs pay a levy to contribute towards the Agency's costs in respect of water that enters them from the IDB's district.

Historically, the main focus of IDBs has been to drain agricultural land, but today they have a wider role in contributing to flood risk management and the protection and enhancement of biodiversity for both urban and rural communities, incorporating local residents, businesses and landowners.

The boundaries of IDBs have largely been determined by low-lying flood-prone ground, as defined by the Ministry of Agriculture, Fisheries and Food's 'Medway Letter' of 1933. This states that *"the areas which may be brought within the limits of drainage districts are those which will derive benefit or avoid danger as the result of drainage operations"*¹. The geographical coverage of IDBs amounts to almost 10% of the total land area of the country (1.2 million hectares of land), as shown in Figure 1.



Figure 1 - Drainage Board Coverage in England

¹ The letter can be found at: www.lowersevernidb.org.uk/downloads/Medway%20Letter.pdf

There is considerable variation in the scale and range of operations of IDBs. In 2015/16, the annual expenditure of IDBs ranged from as little as £7,000 to as much as £3.7 million. The number of people involved or employed by an IDB also varies considerably; the largest boards consist of several dozen members, while smaller boards may have only six or seven.

In recent years, Government policy following a DEFRA review of IDBs in 2005 has encouraged IDBs to amalgamate and / or form consortia to enable better management and strategic planning of operations. Since 2006, the number of IDBs has reduced from 172 to 163 in 2010 and 112 in 2016. The Ouse and Humber Drainage Board is an amalgamation of the former Lower Ouse Drainage Board and the Market Weighton Drainage Board.

2.2 The Ouse and Humber Drainage District

Located at the confluence of the Rivers Ouse and Derwent within East Riding of Yorkshire, the Ouse and Humber Drainage District covers 34,422 hectares (132 square miles), although the wider catchment that benefits from the Board's operations is assessed as 47,959 hectares (185 square miles) - approximately a fifth of East Yorkshire.

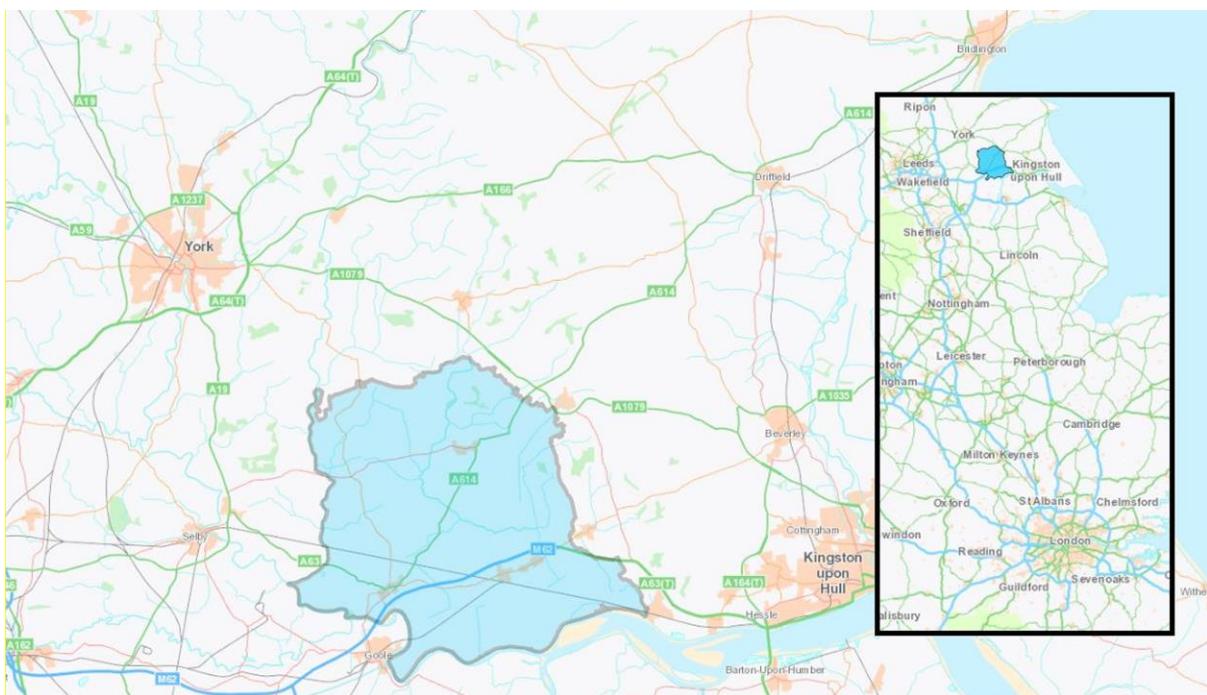
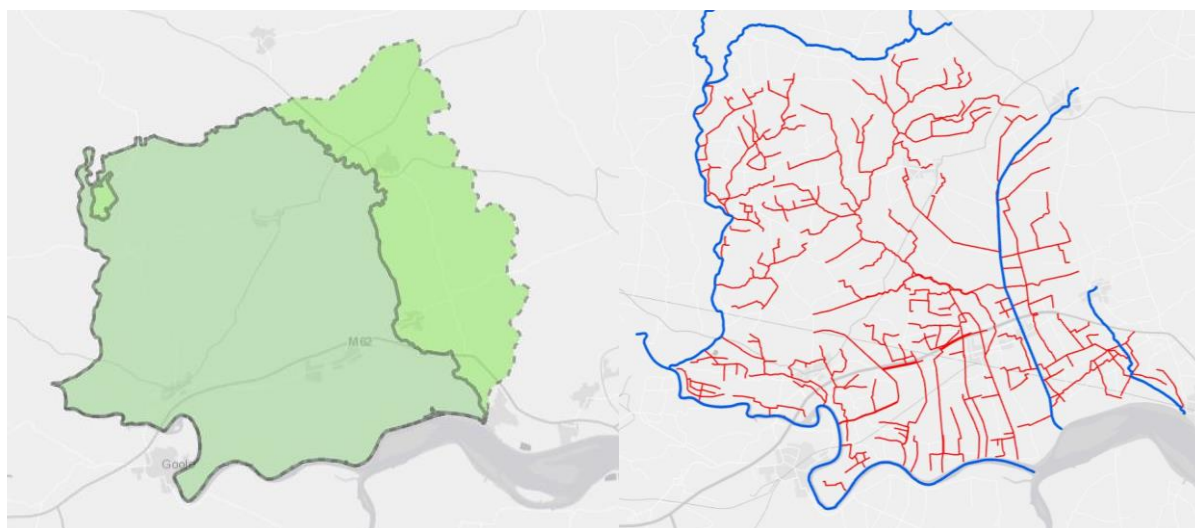


Figure 2 - Location of Ouse and Humber Drainage Board

The Board maintains 418km (260 miles) of watercourses, including the River Foulness, and 17 pumping stations and 32 outfall structures. The Board also maintains approximately 5km (3 miles) of main river on behalf of the Environment Agency.

The former Lower Ouse district, formed in 1951, was an amalgamation of 8 smaller districts dating back to 1767. The Market Weighton district, formed in 1934, was a legacy of the construction of the Market Weighton Canal in the late eighteenth century. Due to the advancement of the railways, the main function of the canal became land drainage and water level management rather than navigation.

The network of watercourses relies on discharge into three main river systems. These are the (natural) River Foulness in the north west, which has been ‘canalised’ at Sodhouse Lock into the Market Weighton Canal. To the west of the district is the Lower River Derwent and to the south the River Ouse, which becomes the Humber Estuary at Trent Falls. The Board systems discharge into these main rivers through a series of outfalls, tidal flow control structures and pumping stations.



Figures 3 & 4 - Wider Catchment Area and Watercourse / Main River Network

Although the district was originally drained for agricultural and trade purposes, the population has grown and is now in the order of 20,000 people. The main settlement is the historic town of Howden and there are a number of more modern villages including Bubwith, Gilberdyke, Holme on Spalding Moor and Newport, along with numerous smaller settlements.

Most of the district sits below maximum high tide level, which means that it is susceptible to flooding from multiple sources, particularly tidal inundation from the Humber. A large proportion of the district was affected by the North Sea tidal surge of December 2013, which resulted in widespread damage and disruption to numerous residents and business owners, with significant financial losses and psychological impacts. The district has also seen flooding in recent years from heavy storms, such as in July 2012 when parts of Howden were flooded and surrounding agricultural holdings. The scale of damages caused by flooding, particularly those to the agricultural sector, are to some extent dependent on the time of year that a flood occurs. For instance, had the storm surge encountered in December 2013 occurred six months earlier in the summer (growing) season, the impacts on agricultural businesses in the district would have been in the order of millions worth of pounds of crop damages.

The district is intersected by the M62 motorway and a railway line from Hull which splits at Gilberdyke, heading towards Manchester in the north west and Sheffield in South Yorkshire. There is a variety of industry in the district, including large agribusinesses and companies that operate within the ‘food and drink’ and ‘ports and logistics’ sectors.

There are some important wildlife designations in the district, namely the Humber Estuary, Lower Derwent Valley.

2.3 Legislative and Policy Framework

2.3.1 Key legislation

The main legislation in which the duties and powers of an IDB are laid out is the Land Drainage Act 1991. These are summarised in Table 1.

<i>Table 1 - Duties and Powers under the Land Drainage Act 1991</i>	
Duties	Powers
<ul style="list-style-type: none"> • exercising a general supervision over all aspects of land drainage within the district • general duties with respect to the environment and recreation • general duties in respect of the natural and built environment and public access 	<ul style="list-style-type: none"> • undertaking works to alleviate flooding • improving and maintaining the drainage system, including operating pumping stations, weed screens and sluices • regulation and control of activities in and alongside the drainage system to ensure that flood risk management and land drainage standards are not impaired by the actions of others • creating by-laws (which have to be approved by the minister) • raising income through general charging arrangements to cover the costs of flood and water level management schemes and other work related to land drainage

The Act was subject to some amendments by the 2010 Flood and Water Management Act; this designates IDBs as flood Risk Management Authorities (RMAs) and places the following statutory functions on IDBs:

- A duty to act consistently with local and national strategies
- A duty to cooperate and provide information
- Scrutiny by lead local flood authorities
- Power to delegate functions
- Powers of direction – defaulting authorities
- Designation of third party assets
- Sustainable development duty and environmental powers
- Specific provision for drainage authorities to form consortia

The Act was also subject to some amendments by the 2014 Water Act, although these relate more to procedures for carrying out certain functions, including re-organisation of IDBs, making byelaws, and issuing public notices.

IDBs also have a duty to have regard to, as public authorities, conserving biodiversity and to comply with nature conservation legislation, including the Wildlife and Countryside Act 1981, the Countryside and Rights of Way Act 2000, the Habitats Regulations 1994, and the Water Framework Directive 2000.

2.3.2 Key policies

There are also a number of key policies with which IDBs must comply. For instance, as a flood risk management authority, IDBs must comply with the National Flood and Coastal Erosion Risk Management Strategy² (NFRMS) and relevant Local Flood Risk Management Strategies produced by local authorities.

There are also a number of statutory and non-statutory plans to which the Board is a consultee as their policies and proposals may impact on the Board's functions. These include the Humber Flood Risk Management Strategy, currently being reviewed by the EA, the East Riding of Yorkshire Local Plan, and the Humber Management Scheme, being led by the Humber Nature Partnership. There is also a new strategy emerging for the River Derwent Catchment.

2.4 Income and expenditure

2.4.1 Income

The Board's income primarily comes from drainage rates (the agricultural drainage rate) paid directly by farmers and landowners and the special levy (the domestic and business drainage rate) which is a hypothecated amount, meaning that in effect it is collected on Board's behalf by the [Council Tax] charging authority, in the Board's case this is the East Riding of Yorkshire Council. The Drainage rates are based on 'annual values' allotted to each property (last revised in the early 1990s) which are equal to the yearly rent, or the rent that might be reasonably expected if let on a yearly tenancy. The IDBs levy a rate "in the £" to meet their estimated expenditure, and multiply this by the annual value to produce the amount of drainage rate due on each property.

The split between drainage rates and special levy for the financial year 2017/18 was 54% Special Levy and 46% Drainage Rates, reflecting the ownership and use of land within the district. The special levy and the drainage rate are set annually by the Board at its February meeting.

Other sources of income include an upland water payment from the Environment Agency, which is intended to cover the costs of receiving water from upland areas into the Board's district. The amount varies according to the volume of rainfall received that year, but it is generally in the order of £14,000. The Board also generates some income from charges for land drainage consents and from occasional work carried out for third parties, such as hire of the Board's weedboat.

The Board can also apply for grants and/or loans to fund capital projects, such as a new pumping station. The main source of grant available for this is Flood Defence Grant in Aid (FDGiA) from DEFRA, although the criteria used for determining applications favours schemes that benefit urban rather than rural areas, as priority is given to reducing flood risk to residential properties over agricultural land. None the less, there is normally a proportion of grant available for most schemes, and the Board has been successful in securing approximately £2.4 million FDGiA in 2016/17, along with £413,000 from the Local Levy (a local discretionary fund administered by the Yorkshire Regional Flood and Coastal Committee).

² Defra & Environment Agency 2011

A breakdown of the Board's main sources of income for the period 2016/17 is shown in Figure 3.

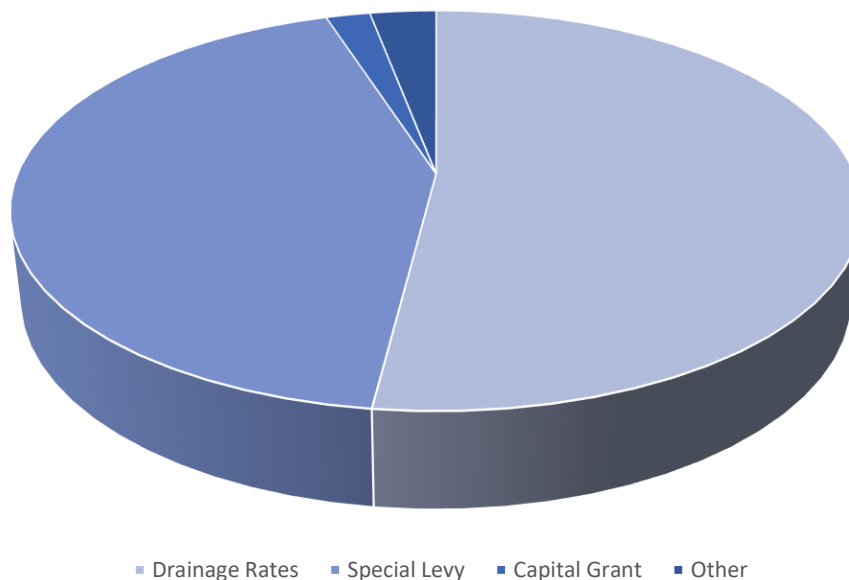


Figure 4 - Board Sources of Income 2016 (Typical year)

2.4.2 Expenditure

The Board's expenditure is categorised between 'operations', 'administration', contributions to the Environment Agency, and capital works. 'Operations', which makes up the majority of the Board's expenditure, includes general maintenance of watercourses, structures and pumping stations, running costs such as electricity for the pumping stations and fuel for mobile plant, and other costs such as protective clothing and remuneration for the Board's operational staff. 'Administration' costs cover the running of the Board's office in Howden, IT equipment, stationery, insurances, professional fees and the remuneration of the management team and administrative staff.

The contribution to the Environment Agency is intended to represent the costs of discharging water from the Board's network into main rivers maintained by the Agency.

2.5 Governance

2.5.1 Constitutional Documents

As local independent public bodies, IDBs are responsible for putting arrangements in place to ensure their business is conducted in accordance with the law and proper standards, set by the Joint Practitioners Advisory Group (the sector-led body responsible for producing proper practices for smaller authorities in England). IDBs must therefore establish a set of financial regulations and standing orders to ensure that public money is safeguarded, properly accounted for and used economically, efficiently and effectively.

The Board's key governance documents are summarised in Table 2 in no particular order. They can be found in Part 2 of this document.

<i>Table 2 - Constitutional Documents</i>
Ouse and Humber Drainage Board Order 2012
Standing Orders
Election Procedures
Byelaws
Organisation
Financial controls, audit and accounting procedures
Revenue Protection Policy
Risk Management / Risk Register
Members' Responsibilities and Code of Conduct
Register of Members' Interests
Employees' Code of Conduct
Anti-Bribery Policy
Anti-Fraud and Corruption Policy
Whistleblowing Policy
Human Resources Policy
Pensions Policy
Health and Safety Policy
Appointment of contractors
Planning and Development Control
Cooperation agreements and third-party services
Data Protection
Communications Policy
Publications Policy
Complaints Procedure
Other Reserved Matters
Maintenance Policy
Environmental policy statement
Environment Policy
Biodiversity Action Plan

These are reviewed from time to time, and as part of the preparation of this Strategy, the documents are to be reviewed and updated as necessary.

2.5.2 *The Board*

The composition of the board is a mix of interested parties drawn from local landowners (elected members), East Riding of Yorkshire Council (appointed members) and specific interest groups (co-opted members).

Board meetings are held four times a year, in May, August, November and February. The May meeting includes approval of the Annual Governance Statement (part of the Annual Return submitted to the external auditor), approval of the Annual Accounts and the Annual Return. This meeting also approves the maintenance programme prepared by the Chief Engineer and the renewal of the maintenance contracts as and when required. The August meeting generally considers the External Auditors' completed and returned Annual Return and any recommendations or actions required and the conclusion of any reviews of policies or governance documents and any changes requiring adoption/approval, particularly the Risk Management Strategy and Capital Maintenance requirement. The November meeting is the Board's Annual General Meeting at which it elects a Chair, Vice Chair and Executive Committee members. At the February meeting, the Board approves the Annual Budget, Drainage Rate and Special Levy for the forthcoming year.

There are 23 members in total; 12 appointed members and 11 elected members. The Land Drainage Act 1991 states that the proportion of representation provided by the local authority must reflect the proportion of Special Levy to Drainage Rate, up to a maximum of 50% +1. Therefore at 54% Special Levy to 46% Drainage Rate, the Council has a majority by 1.

The elected members are subject to elections every three years, the most recent being in Summer 2016. Newly or re-elected members take up their seats at the November Board Meeting, where the election result is ratified. Representatives from the Council are appointed outside the IDB election process. Council representatives that sit on the board are required to act in the best interests of the board, and not seek to impose the Council's preferences.

2.5.3 *DEFRA*

Under the Land Drainage Act 1991, IDBs are ultimately answerable to the minister, currently the Secretary of State for the Environment, Food and Rural Affairs. DEFRA is responsible for the legislation that creates, abolishes, amends and manages IDBs, including statutory orders, by-laws and chair's allowances, which are approved and signed off relevant officers on behalf of ministers.

Under the Act, IDBs have a duty to provide the relevant minister and the Environment Agency with a copy of its annual report, in which the minister stipulates what information must be included.

2.5.4 *Environment Agency*

Under the Act, the Environment Agency has a supervisory role, and powers to give directions to IDBs to secure, for example, the efficient working and maintenance of existing drainage works and the construction of new drainage works as necessary, and the power to act if an IDB injures the land. The Environment Agency also has a role in administering capital grants under the Floods and Coastal Erosion Risk Management Partnership Funding mechanism.

2.5.5 ERYC

The Board has a duty to comply with the Council's Local Flood Risk Management Strategy and the Council may review and scrutinise the exercise of relevant IDBs' risk management functions. If the Council grants planning permission that results in agricultural land being taken out of agricultural use, it is dependent on the IDB to manage water levels for it. This typically increases the IDB's costs and therefore the amount of the special levy paid.

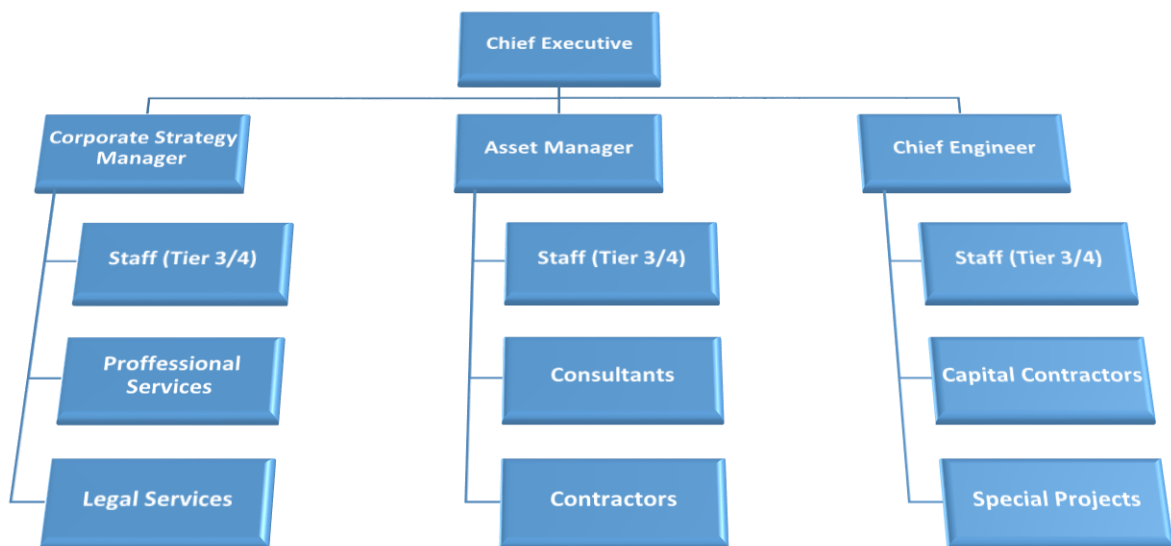
2.5.6 Local Government Ombudsman

In 2004, IDBs were brought under the jurisdiction of the Local Government Ombudsman in order to increase their accountability.

2.5.7 Day to day management

The Board is supported by a number of employed officers who oversee and perform the day to day activities of the Board. The Board's staff structure is shown in Fig 4.

Figure 4 - Staff Structure



There is a clear division of responsibility between the Board and the Chief Executive along with his staff. This can be found in the 'Organisation' section of Part 2 of the Strategy. This sets out the Board's reporting structure, hierarchical staff structure and processes for decision making.

3. Issues, challenges and opportunities

3.1 Introduction

This section sets out some of the main issues, challenges and opportunities facing the Board over the next few years and longer term, which have been considered in developing this Strategy.

3.2 Climate change

Climate change is causing rainfall events to become more frequent and severe, in turn leading to greater instances of flooding from inland rivers and watercourses, surface water and groundwater. A number of extreme rainfall events have already been encountered in the Board's district in recent years, such as in July 2012 when parts of Howden flooded and surrounding agricultural holdings. When such events occur during the summer (growing) season, the impacts on the agricultural sector can be in the order of millions of pounds worth of crop damages. Typically, at this time of year, watercourses can be constrained by an abundance of weed growth, making them less efficient.

In addition, climate change is causing sea levels to rise, which not only increases the risk of tidal flooding such as that seen in December 2013, but also the risk of flooding from inland sources as water courses have less time to discharge into the sea/estuary. All of this additional water in the system puts extra strain on the Board's assets, requiring more frequent and extensive maintenance work.

3.3 New development

There are some new developments planned within the OHDB district, as detailed in East Riding of Yorkshire Council's Local Plan for the area. These are principally in Howden, with land allocated allocated at the north of and within the town for approximately 800 dwellings. There are also allocations for housing in Bubwith (80), Eastrington (40), and Holme on Spalding Moor (225). As a consultee to the planning process and a consenting authority for any proposals to discharge surface water into the Board's ordinary watercourses, it is important that the Board works with the local authority, developers and other agencies to ensure that the best possible arrangements are in place to manage additional surface water without placing extra burdens on the Board's system and increase the risk of flooding.

3.4 Ageing assets

As discussed in Section 2.2, the Board has over 400km of watercourses in its district, along with 17 pumping stations and 32 outfall structures. The pumping stations and outfalls vary in age, with some being constructed in the 1940s and others in the 1970s. However, all of them have exceeded or are nearing the end of their original design life, and require substantial refurbishment and/or replacement. While repairs and refurbishment have been carried out to some of the assets in recent years, it remains an ongoing challenge to acquire sufficient funding to address all of the investment needs. It thus remains a risk that pumping stations and outfall structures are not able to operate as effectively as they should and may fail, resulting in flooding to land and property. This risk only increases as the system is put under more strain with the effects of climate change.



Based on best available information, it is broadly estimated that there is an investment need of approximately £10m over the next ten years to carry out necessary replacement or refurbishment works to these assets. The Board clearly cannot finance this from its own budget or reserves, and thus will need to look to opportunities for external grants and loans. Opportunities for grants are of course limited, meaning that the alternative option is to borrow from the Public Works Loan Board. However, as a Flood Risk Management

Authority, the Board is eligible to bid for DEFRA's Flood Defence Grant in Aid for capital maintenance works and for Local Levy funding administered by the Yorkshire Regional Flood and Coastal Committee. The amount of grant available from these sources is generally determined by the proportion of residential properties that will benefit rather than agriculture, yet most schemes should be eligible for a degree of grant funding which will help to reduce the amount to be borrowed.

There are a number of other potential grant sources, such as the Local Growth Fund, administered by the Humber Enterprise Partnership. The Partnership's Strategic Economic Plan (2014) specifies that projects to reduce flood risk are a key priority in making the area more attractive to investors and sustainable for future economic prosperity. Other potential sources include contributions from developers whose schemes will benefit from new and existing assets maintained by the Board.

3.5 New assets

As well as addressing the need to repair and refurbish existing assets, there is also a need to consider whether any new assets are required to maintain and improve the operation of the Board's system. There may be a more financially efficient way of operating the system in the long term by re-engineering parts of it and potentially abolishing the need for existing assets by replacing them by consolidating their operation with new engineering solutions.

In addition to the medium term investment requirement, in the first part of this century there will be a need for this Board or others to invest in new strategic infrastructure assets as a consequence of climate change, specifically sea level rise. In the main, a strategic solution will involve the River Derwent, the River Foulness / Market Weighton Canal and the need to deal with the consequences of tidal surge. It is difficult to estimate the costs and scale of these works, but is likely to run into the tens of millions of pounds.

In response to the rising sea levels and increased tide-locking, the Board is already underway with two major capital schemes to construct new pumping stations near Laxton and Gilberdyke. When complete, these will secure the drainage of a large tidal floodplain of 58km² and reduce the risk of flooding to circa 1,000 properties. To fund these schemes, the Board was successful in securing £2.9 million grant funding.

As discussed in Section 3.3, new development often instigates or contributes to the need for new drainage assets, whether this be on a small or large scale. In such circumstances, there may be opportunities for the Board to obtain a commuted sum to construct and maintain drainage assets for that purpose, helping to ensure their long term effectiveness.

Another issue regarding new assets is the potential ‘de-maining’ of rivers, in which watercourses currently designated as main rivers are re-designated as ordinary watercourses, thus becoming the responsibility of the Board, or a neighbouring IDB or Lead Local Flood Authority. Although this may increase the amount of assets that the Board is responsible for, it would theoretically reduce the amount of precept charged to the Board by the Environment Agency for receiving water from the Board’s system.

3.6 Budget pressures

As explained in Section 2.4, the Board’s income is primarily sourced from drainage rates paid directly by agricultural land owners in the district and a special levy paid by the local authority (East Riding of Yorkshire Council) on behalf of the non-agricultural properties. Although the Board also receives a contribution from the Environment Agency to represent the costs incurred from receiving water from main rivers, this is far outweighed by the annual precept that the Board pays to the Environment Agency to contribute to costs of receiving water from the Board’s district into main rivers. The Board also raises some revenue through other means, such as by hiring out its weed boat to third parties (if there is the capacity to do so). However, the proportion of income raised through these opportunities is currently small.

Over the last few years, with the impacts of the credit crunch and austerity measures, the Board has opted to keep drainage rates at the same level, to reflect freezes in Council Tax set by the local authority. The consequence of this is that the Board is now a number of years behind in generating optimum revenue to carry out necessary maintenance works and setting aside reserves for capital investment schemes. In real terms, the Board’s budget has become smaller, while at the same time, the costs of carrying out the Board’s activities have increased due to factors including general price inflation, increases in the national minimum wage, fuel prices, various fees and investment interest.

There are however a number of ways that the Board can reduce its running costs and increase its revenue. These are summarised in Table 3.

<i>Table 3 – Opportunities to maximise revenue</i>	
Minimising costs	Maximising revenue
Transformation projects – new IT systems; new administrative procedures – reduce need for staff overtime.	Setting annual drainage rates at a level that reflects general price inflation to allow current levels of service to be maintained and set aside reserves for identified capital investment needs.
Reviewing and implementing staff welfare policies to reduce unplanned absences.	Apply for grant funding where available and proportionate to finance capital investment.

<p>Applying staff recharges on capital grants.</p> <p>Reviewing contracts to negotiate better value and/or monetary savings.</p> <p>Implement new organisational structure.</p> <p>Maximise use of professional staff to reduce fees for external consultants.</p> <p>Take up partnership working arrangements with other flood risk management authorities to reduce overhead costs.</p> <p>De-maining and balancing of outgoing precept liabilities.</p>	<p>Apply new procedures for collecting outstanding debts.</p> <p>Expand the Board's district to include additional beneficiaries.</p> <p>Undertake work for third parties.</p> <p>Charge for professional advice sought from third parties (e.g. in connection with planning applications).</p>
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3.7 *Brexit*

The impending departure of the UK from the European Union means that a raft of legislation and policies that currently govern or impact on the work of the Board are to be subject to review and/or reform in the coming years. Of particular relevance is environmental legislation including the Habitats Directive, Floods Directive and Water Framework Directive, as well as funding streams that contribute towards flood risk management projects, environmental conservation and economic development, including the Common Agricultural Policy (CAP) and European Structural Fund. These place restrictions on the timing of when certain maintenance activities can be carried out and the type of drainage / management regimes that can be applied.

It is anticipated that environmental legislation, which has been widely transposed into domestic law, is not likely to change significantly. In respect of funding streams, it is thought that there will be a continuation of CAP Basic Payments albeit at a decreasing rate, and a continuation of Countryside Stewardship schemes, many of which are currently contracted up to 2024. It is expected that the environmental and conservation lobbies are likely to press hard for the retention of these schemes.

Of specific interest to the Board and ratepayers is the ability of the UK Government to introduce a replacement cross-subsidy scheme that includes payments for flooding land by design. Although there has been some discussion about such a scheme in recent years, the complexities of reaching an agreement with the reformed CAP have made this type of approach difficult.

There could therefore be minimal impact on the regulatory framework that currently governs the work of the Board when the UK withdraws from the EU. There are of course wider implications of Brexit, such as the general health of the economy and issues regarding social welfare reform and employment law that may affect the Board along with other organisations. Any significant changes in legislation and/or government policy will prompt a review of this Strategy.

3.8 Biodiversity

As stated in Section 2.3.1, IDBs have a duty to have regard to, as public authorities, conserving biodiversity and to comply with nature conservation legislation, including the Wildlife and Countryside Act 1981, the Countryside and Rights of Way Act 2000, the Habitats Regulations 1994, and the Water Framework Directive 2000.

Assuming this legislation will be retained beyond Brexit, the Board will need to continue to comply with the various provisions in conducting its activities. In doing so there are opportunities for the Board to contribute to both environmental and flood risk benefits by working positively with organisations such as Natural England and the Marine Management Organisation, and locally-based partnerships such as Local Nature Partnerships and Local Catchment Partnerships, pursuing projects and schemes such as flood attenuation areas / restoration of floodplain, habitat and species mapping to inform maintenance programmes, and water level management regimes.

3.9 District boundaries

As stated in Section 2.1, the geographical area served by the Board is referred to as an internal drainage district. The Land Drainage Act 1991 defines internal drainage districts as areas of land that "will derive benefit, or avoid danger, as a result of drainage operations". The definition originates from the previous 1930 Land Drainage Act, and has been interpreted in what is referred to as the 'Medway Letter' of 1933 - a written statement from the former Minister of State for Agriculture and Fisheries to the Clerk to the River Medway Catchment Board, in response to an appeal against the constitution of new Drainage Districts in Medway. It covers what should, and what should not, be included when determining the limits of drainage districts, effectively providing guidance on how the legislative requirement of 'deriving benefit or avoiding danger' should be interpreted. Although the Medway Letter is not a statutory provision, it has been used as the precedent for the setting of drainage district boundaries.

It suggests the limits of drainage districts should be set at the 'Highest Known Flood Level' in urban areas but at a height above this level in rural areas. Boundaries also differ in tidal and non-tidal areas; in the non-tidal districts the areas of benefit were defined as the highest known flood level in urban areas and eight feet (2.4 metres) above highest known flood level in rural areas; in tidal districts the areas of benefit were defined as high (ordinary spring) tide level in urban areas and five feet (1.5 metres) above high tide level in rural areas. At the time the Letter was written, IDBs performed a predominantly rural function and so some boundaries were drawn as such, to the exclusion of the then urban areas. Whilst IDBs' management of rural catchments still remains today, the importance of urban flood risk and surface water management has increased substantially. At the same time, there has been a significant spread of urban areas into existing Internal Drainage Districts. Similarly, the industry's understanding of hydrological processes and catchments has significantly progressed.

Acknowledging that the Medway Letter uses outdated terminology, the *Establishing New Internal Drainage Boards - Guidance* suggests using Environment Agency Flood Zone 2³ maps as a proxy for setting an IDB's boundary, as this gives the best correlation with existing internal drainage districts in England and Wales, of the readily available contemporary flood risk data information. The guidance then states that areas that are encircled or partially encircled by Flood Zone 2, or could potentially derive benefit from the activities of an IDB, should be added to the Flood Zone 2 risk area to form the prospective internal drainage district for a proposed IDB. A similar process is described in observation five of the Medway Letter.

Irrespective of the modern interpretation of the letter, there have been calls in recent years for the principles of the Medway Letter to be relaxed. As part of the Government Consultation on the Draft Flood and Water Management Bill in 2009, it was highlighted that the limitations of IDB boundaries have caused increasing difficulty as IDBs are required to deal with water that falls on land outside their district and flows down into IDB managed watercourses, as this does not allow for strategic and holistic management of the catchment. Certainly in the case of the OHDB, the catchment area that derives benefit from the Board's activities is greater than the existing delineation of the district.

The consultation sought views on whether IDBs should be able to expand their boundary where this is sensible for the strategic management of flood and coastal erosion risk management locally. However, the Government is yet to take this issue any further forward. A party of East Yorkshire IDB and ADA representatives were recently given leave by the Secretary of State for DEFRA to put forward an alternative approach to the Medway determination, and intend to follow this up in due course.

Until any alternative method is accepted either through legislation or Ministerial determination, the only option currently available to an IDB wishing to expand its district is to apply to the Minister under the provisions of the Land Drainage Act, which allows for boundaries to be modified in order to better manage water levels and flood risk in particular, where there is a significant justification and the benefits can be clearly demonstrated.

3.10 Public sector cooperation agreements

As outlined in Section 2.3.1, the FWMA (section 13(4)) contains a provision that "a risk management authority may arrange for a flood risk management function to be exercised on its behalf by another public-sector risk management authority". The rationale is that such authorities (RMAs), which include the Environment Agency, Lead Local Flood Authorities, Internal Drainage Boards, Water Companies and Highway Authorities, can carry out work on each other's behalf where it is more efficient will help to achieve optimal use of available resources and improved management of flood risk.

A PSCA arrangement is not intended to be a contract for works or services in the sense of a commercial contract. Where one party carries out work on behalf of the other using a PSCA under s.13(4) or 13(8) FWMA, it is acting under the powers and duties of the other. It is a partial delegation of powers from one body to the other. Although the Delivery Party may be paid for the direct costs of the work, the Delivery Party must not make a profit and is not a contractor for services or works. The PSCA enables

³ This is an area assessed as having between a 1 in 100 and 1 in 1000 annual probability of river flooding (1% – 0.1% chance in any one year) or between a 1 in 200 and 1 in 1000 annual probability of sea flooding (0.5% – 0.1% chance in any one year).

the public sector partners to carry out activities under a cooperation agreement that is in the mutual interest of the parties. As such, the risk sharing arrangements are different.

The OHDB already has two PSCAs in place for maintaining two main rivers in its district (the Market Weighton Canal and the Back Delfin and Ellerker Beck). As well as maintenance activities, the Board may also carry out other services with delegated authority from another Board or RMA. For instance, as part of a Board's duty "to exercise a general supervision over all matters relating to the drainage of land within their district" (Section 1(2)(a) of the Land Drainage Act 1991), most Boards give advice, mediate, respond to consultations and respond to planning applications and queries, and so on.

3.11 Retaining skills and expertise

The Board currently benefits from staff and members that possess a wealth of knowledge and skills that in some cases have been passed down generations and cannot easily be replaced.

Ideally, Board members need a wide range of skills and knowledge, including an understanding of the local area and knowledge of public finance and procurement, the social and economic impact of IDBs' operations, and environmental and legislative controls. It is not always easy to identify and fill these gaps. It is also preferable to have a range of age groups represented amongst Board members, so that there is some succession in place for the ageing members.

The same applies to the Board's employees. A wide range of skills and knowledge are required to ensure the successful running of the Board, both on the administration and operational side. Otherwise, the Board would need to access such expertise from third parties, which often proves costly.

There is always a risk that Board Members and employees will decide to leave the Board for various reasons. Clearly, with Board members, their membership depends on them being re-elected, nominated, or co-opted, regardless of their willingness and enthusiasm to participate on the Board. Employed members of staff may be attracted by other opportunities that offer career progression or more favourable working conditions. However, there are measures the Board can take to encourage the development and retention of both Board members and staff.

For instance, the Board can implement training programmes for members to develop their knowledge and skills, and keep the burden of membership to a minimum for members who do not have much time at their disposal, by following clear governance procedures and running Board meetings efficiently. It may be possible to attract younger members and members with broader expertise by encouraging the local authority to appoint members from particular departments within the authority and/or local organisations with relevant expertise, rather than limiting the appointments to their elected members.

To encourage development and retention of employed staff, the Board can offer training and a degree of career progression to its operational and administrative staff, using salary bands that are as competitive as reasonably practicable and working conditions that may be considered more favourable than equivalent opportunities. Aspects such as organisational culture and the working environment also contribute to an individual's decision about their employment, sometimes outweighing remuneration. However, an ongoing issue is the difficulty of recruiting and retaining

operational staff. One option is to develop an apprenticeship scheme to help develop and retain skills in the next generation.

3.12 Raising the Profile of the Board

Internal drainage boards are not generally on the radar of the general public, except amongst the landowners who pay drainage rates directly to their Board. Within the flood risk community, IDBs are sometimes perceived as archaic organisations with a limited role and purpose, and hence less important as organisations such as the Environment Agency. This perception was perhaps exacerbated by the DEFRA Review of IDBs in 2005/6, which suggested that the majority of IDBs were in need of modernisation, re-organisation and greater transparency. However, following recent flood events, notably Summer 2007, Winter 2012/13, December 2013 and Winter 2015/16, the role of IDBs in maintaining watercourses and responding to flooding incidents, and their effectiveness and efficiency in doing so, has received greater recognition through subsequent Government reviews and investigations by parliamentary select committees. Such recognition has led to IDBs receiving reinforced status in legislation and taking on maintenance work on the Environment Agency's behalf through PSCAs (see Section 2.3.1).

While the status and perception of IDBs may be starting to improve within the flood risk community, there is still limited awareness of them amongst the general public and the communities they serve. If the Board is to improve its chances of retaining skills, attracting external funding, taking advantage of partnership working opportunities and providing services to third parties, measures to promote and raise the profile of the Board are important. There is an opportunity to promote the OHDB as a beacon of best practice that other boards throughout Yorkshire and elsewhere in the country can aspire to.

3.13 Transforming procedures and working environments

Since amalgamation, the Board has taken steps to transform and update working practices and resources, bringing them more in line with modern standards and customer expectations. Such changes have helped to increase efficiency, productivity, and quality of service as well as the overall impression of the Board. In particular, there have been improvements to the Board's IT systems with installation of new hardware and software to process rating, accounting and asset management functions. There have also been improvements to the Board's office and depot facilities to improve staff welfare and working practices.

It is important that the Board keeps abreast of advances in technology in order to protect itself against risks such as cybercrime and take advantage of innovations that will offer better value for money whilst improving service delivery and/or working environments for staff. There are a range of means through which the Board can introduce further transformation over the short, medium and long terms, by utilising latest technology. For example, the Board could potentially use drones to conduct surveys of watercourses, freeing up operational staff to attend to maintenance needs rather than walking watercourses. The Board could also reduce overheads by relocating its administrative and operational staff to a single site, provided there was sufficient capital receipt from the existing office building and an alternative site available of sufficient size and location.

4. Key priorities

4.1 Introduction

To work towards achieving the Board’s vision and address the issues, challenges and opportunities highlighted in the previous section, the Board has agreed a suite of key priorities for this Strategy. These are considered to be compliant with the Board’s existing or reviewed policies and standing orders.

4.2 Key priorities

Table 4 – Ouse and Humber Drainage Board Key Priorities

11. Reduce the risk of flooding and improve the drainage network within the district to mitigate and adapt to the impacts of climate change, whilst conserving and enhancing the natural environment in line with current legislation.
12. Identify and pursue transformation projects that will modernise and improve the efficiency of the Board’s operations and working environment.
13. Invest in the Board’s people, promote a safe working environment and support initiatives that will improve productivity and help secure succession planning for the Board.
14. Identify opportunities to expand the Board’s area and provide professional services for partner authorities, where there is a clear benefit to the OHDB.
15. Seek maximum budget efficiencies, optimising and protecting the Board’s revenue, reinvesting savings in frontline services and future capital investment.
16. Pursue a robust medium-term approach to managing the Board’s drainage network.
17. Develop and deliver a coordinated programme of capital investment to upgrade existing and construct new assets, maximising funding from external sources.
18. Adhere to the Board’s governance arrangements to ensure appropriate accountability and transparency of the Board’s decisions and conduct, and review them at timely intervals.
19. Develop a robust policy to respond to applications for new development, to reduce the impact of flooding on the Board’s assets and the community.
20. Communicate and engage with stakeholders in a timely and professional manner.

5. Measures

5.1 Introduction

To achieve the Board's key priorities, a wide range of measures and activities will be applied over the short to medium term, involving new technology, administrative procedures and approaches to maintenance of assets.

5.2 Measures

Table 5 – Measures to achieve the key priorities			
Measure	Detail	Timescale	Relevant key priority(s)
Periodically upgrade IT systems to keep pace with modern technology and techniques and cyber security	Software upgrades (Sage, DRS, Microsoft Office, ArcGIS, Adobe etc) and hardware upgrades (server, PCs, laptops, mobile devices and peripherals)	Every 1-5 years	1
Invest in mapping and geospatial resources to support rates management	Upgrade to SQL server to enable network hosting of Ordnance Survey products. Transfer paper based rating data to electronic format.	Ongoing Renewal of annual licence	1
Develop geospatially based asset management systems to support effective and efficient operational activities and future capital investment programmes	Create geodatabase or similar product to register the type, location and condition of assets in accordance with DEFRA guidance. Undertake project to digitise definitive map. Create a GIS layer of species and habitats to help identify pressure points within the drainage network. Use register to populate and control works management systems.	2019/20	1, 5
Trial and implement new systems of primary	Commission a series of trials using drones, GPS or other technology.	2019/20	1, 5

Table 5 – Measures to achieve the key priorities

Measure	Detail	Timescale	Relevant key priority(s)
inspection of the drainage network			
Trial and implement new systems for real time monitoring of the drainage network such as telemetry	Install a series of outstations and remote monitoring equipment to monitor watercourses and plant and equipment.	2020/21	1
Review the structure of the workforce and operational practices to improve operational efficiency	Trial new ways of working including introducing a district supervisor. Develop a 'client' workforce that can work with hired contracted labourers during peak maintenance season (July to September).	2017/18	2
Seek opportunities to re-locate the Board's premises to a single site	Develop a schedule of work that is necessary to make existing offices a saleable capital asset. Seek potential sites of a suitable size and location to accommodate both administrative and operational staff.	2023/24	1
Develop annual staff training programmes to ensure legal compliance and Continuing Professional Development.	Develop individual staff training plans. Book operational staff onto accredited courses. Ensure professional staff maintain eligibility for membership of professional bodies. Conduct monthly staff meetings, including 'toolbox talks' and health and safety matters.	Annually	2
Encourage and facilitate Board member training	Maintain a training register for Members Carry out member training seminars Notify members of relevant registered CPD events such as Floodex	Annually	2

Table 5 – Measures to achieve the key priorities

Measure	Detail	Timescale	Relevant key priority(s)
Examine the case for amending the boundaries of the Ouse and Humber Internal Drainage District.	Collate evidence base, including information on topography, flood levels, hydraulic catchment areas. Test potential for expansion with stakeholder groups.	2021/22	3
Seek opportunities for partnership working with other authorities.	Establish new PCSAs where appropriate, with an agreed schedule of rates that demonstrates value for the OHDB.	Ongoing	3
Undertake limited non-statutory work, within allowable tax thresholds.	Hire of plant and labour on a commercial basis, where financially prudent.	Ongoing	3
Develop and implement revenue protection policy to ensure that all statutory income is collected in an effective manner.	Referral of eligible debts to the high court to enable high court enforcement action. Employ bailiffs and or high court enforcement agents to recover outstanding debts. Where appropriate, secure recovery of debt via a land charge or similar means.	2017/18	4
Develop capital maintenance strategy in line with HM Treasury 5 Case Business Model	Undertake necessary survey works: economic analysis and other business case development to strategy approval level. Seek approval for Strategy from EA national large project review group. Enter individual projects into six year regional FDGiA programme	2018/19	6
Undertake a high level study to identify medium to long term capital investment needs for new assets.	Perform desktop analysis taking into account climate change factors of major hydraulic systems that may impact on the drainage board area to identify potential solutions.	2018/19	6

Table 5 – Measures to achieve the key priorities

Measure	Detail	Timescale	Relevant key priority(s)
Represent OHDB at appropriate forums including the Yorkshire RFCC, ADA Boards and the Derwent Partnership.	Attend scheduled meetings and other planned events e.g. seminars / conferences	Ongoing	6, 9, 10
Actively participate in opportunities to lobby decision makers involved in flood risk management and water level management policy and funding.	Executive staff to become actively involved in regional and national fora in order to influence decision makers.	Ongoing	6
Review the Board's constitutional documents and policies periodically	Keep abreast of changes in legislation, government policy, best practices and any significant changes to circumstances	Annually	7
Develop detailed standing advice for applications for new development	Work with the LLFA and LPA to agree which applications the Board wishes to be consulted on and what information is required.	2018/19	8
Develop policies for future management of SUDS, including procedures for vesting apparatus in the Board and commuted sum agreements	Seek legal advice to develop model commuted sum agreements and consult with the LPA Produce a schedule of charges for pre-application advice	2018/19	8
Develop an electronic communication policy that includes the use of web based and social media.	Refresh and update website to include graphical user interface options. Seek guidance from professionals on implementation of social media Consider the implementation of web-based complaints, enquiries and payments systems.	2018/19	9

Table 5 – Measures to achieve the key priorities

Measure	Detail	Timescale	Relevant key priority(s)
Develop a communication plan to make the local community aware of the importance of their local Internal Drainage Board.	<p>Work with media professionals to make plans for future press releases and public relations.</p> <p>Consider working with local schools and colleges to engage with the next generation of residents and ratepayers.</p>	2017/18	9
In developing options for new capital schemes, appraise options that provide environmental enhancement.	Investigate schemes for reducing the volume of silt entering watercourses and restoring natural processes.	Ongoing	10

5.3 Review and monitoring

The above measures will be subject to annual monitoring to keep track of progress internally and scrutinised by the Executive Committee and reported to Board meetings as appropriate.

The Strategy itself will be reviewed every five years or sooner if there are significant circumstances such as major changes to the legislation governing IDBs, or factors that will have a significant impact on the Board's finances.

