

**ITEM No ...2.....**

At a MEETING of the TAY ROAD BRIDGE JOINT BOARD held at Fife on 4th December, 2017.

Present:-

Depute Lord Provost Bill CAMPBELL, Bailie Fraser MACPHERSON and Councillors Brian THOMSON, Jonny TEPP, Bill CONNOR, Andy HEER, Stewart HUNTER, Lynne SHORT and Margaret RICHARDSON.

Also Present (Officers):-

Alan Hutchison and John Moir.

Apologies for Absence:-

Councillors George McIrvine and John Docherty, Fergus Wilson and Kenny McKaig

**I DECLARATION OF INTEREST**

There were no declarations of interest.

**II MINUTE OF MEETING OF TAY ROAD BRIDGE JOINT BOARD OF 11TH SEPTEMBER, 2017**

The minute of the above meeting was submitted and approved.

**III OPERATIONAL RESTRICTIONS AND CLOSURES**

There was submitted Report No TRB26-2017 by the Bridge Manager appraising the Joint Board of the number and nature of operational restrictions and closures applied between 1st August, 2017 and 31st October, 2017.

The Joint Board noted the contents of the report.

**IV HEALTH AND SAFETY MONITORING 2017**

There was submitted Report No TRB27-2017 by the Bridge Manager appraising the Joint Board of performance relating to Health and Safety during 2017.

The Joint Board agreed to note the outcomes of the report and review findings.

**V REVENUE MONITORING – SEVEN MONTHS TO 31ST OCTOBER, 2017**

There was submitted Report No TRB22-2017 by the Treasurer appraising the Joint Board of the current monitoring position of its 2017/2018 Revenue Budget.

The Joint Board noted the contents of the report.

**VI CAPITAL MONITORING – SEVEN MONTHS TO 31ST OCTOBER, 2017**

There was submitted Report No TRB23-2017 by the Treasurer appraising the Joint Board on the current monitoring position of its 2017/2018 Capital Budget.

The Joint Board agreed to note the content of the report.

**VII REVENUE BUDGET – 2018/2019 TO 2020/2021**

There was submitted Report No TRB24-2017 by the Treasurer and Bridge Manager appraising the Joint Board on the proposed Tay Road Bridge Revenue Budget for the financial years 2018/2019 and 2020/2021.

The Joint Board approved the Revenue Budget for 2018/2019 and noted the provisional revenue budget for 2018/2019 to 2020/2021.

**VIII CAPITAL PLAN 2018/2019 TO 2020/2021**

There was submitted Report No TRB24-2017 by the Treasurer appraising the Joint Board of the Board's Capital Plan for 2018/2019 to 2020/2021.

The Joint Board agreed to approve the Capital Plan subject to confirmation of grant funding by the Scottish Government.

**IX AOCB**

**(I) AESTHETIC BRIDGE LIGHTING**

It was agreed that the Bridge Manager would update the Board outlining options for aesthetic lighting for the Tay Road Bridge.

**(ii) WINDSHIELDS**

It was agreed that the Bridge Manager would ascertain the costs for a study to be undertaken on the installation of windshields on the Tay Road Bridge.

**X DATE OF NEXT MEETING**

Monday, 5th March, 2018 at 10 am in Committee 3, 14 City Square, Dundee.

Stewart HUNTER, Chairman.

**ITEM No ...3.....**

**REPORT TO:** TAY ROAD BRIDGE JOINT BOARD – 5 MARCH 2018  
**REPORT ON:** REPORT ON OPERATIONAL RESTRICTIONS AND CLOSURES  
**REPORT BY:** THE BRIDGE MANAGER  
**REPORT NO:** TRB 4 - 2018

**1 PURPOSE OF REPORT**

- 1.1 To appraise the Joint Board of the number and nature of operational restrictions and closures applied between 1 November 2017 and 31 January 2018.

**2 RECOMMENDATIONS**

The Board are asked to note the contents of this Report as at 31 January 2018.

**3 FINANCIAL IMPLICATIONS**

There are no financial implications as a result of this report.

**4 COMMENTARY ON RESTRICTIONS AND CLOSURES**

- 4.1 Restrictions are applied to the traffic on the bridge for a number of reasons including recovering debris, breakdowns, high winds and other operational requirements, such as carriageway inspections. Miscellaneous incidents include escorting pedestrians from the carriageway.

A summary of the restrictions applied between 1 November 2017 and 31 January 2018 is given over:-

**4.1.1 Single Carriageway Closure**

<b>Reason</b>	<b>Total Duration (Minutes)</b>	<b>No of Occasions</b>	<b>Average Duration (Minutes)</b>
Operational	326	99	3.29
Breakdown	102	14	7.29
Misc. Incidents	18	11	1.63
Road works TRBJB	0	0	0
Single Lane Closures for maintenance	686	18	38.1

Road works Contractor Contra-flow	0	0	0
Police Incidents	151	14	10.79

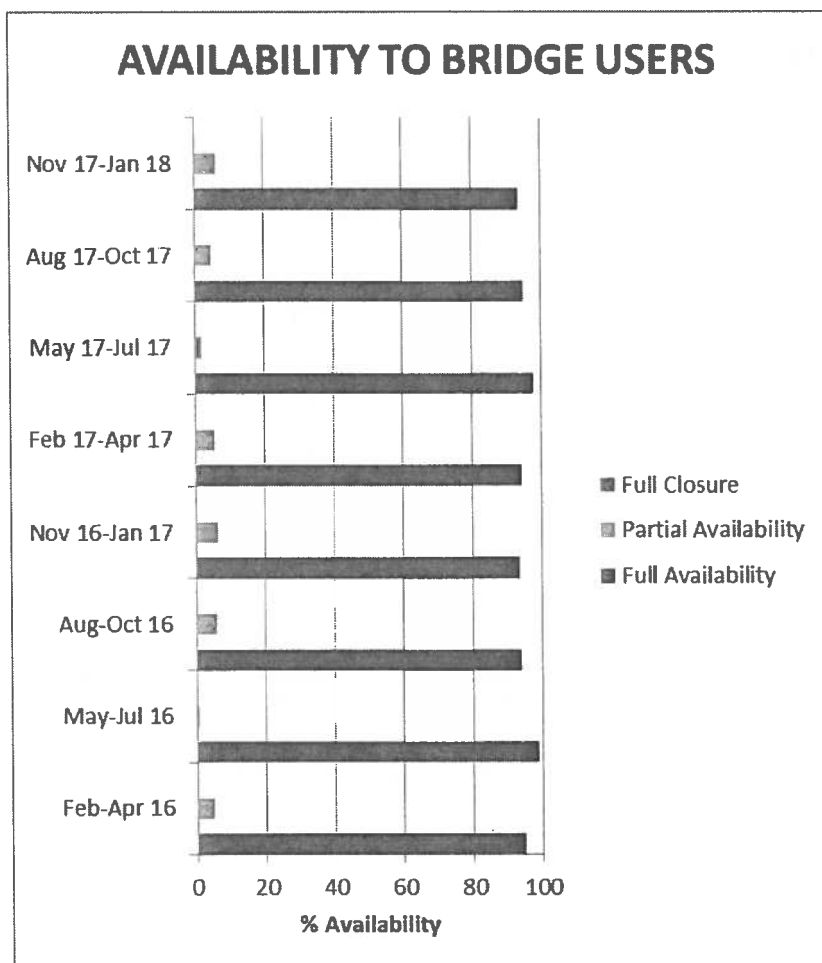
#### 4.1.2 Full Bridge Closure

Reason	Total Duration (Minutes)	No of Occasions	Average Duration (Minutes)
Operational (Night Closures)	0	0	0
Police Incidents	0	0	0
Wind	61	1	61

#### 4.1.3 High Winds/Weather Restrictions

Traffic Restricted	Total Duration (Minutes)	No of Occasions	Average Duration (Minutes)
Double Deck Buses	5574	20	278.7
High Sided	1225	7	175
All traffic	61	1	61

4.1.4 Availability of Bridge



	Nov 16 – Jan 17	Feb-Apr 17	May – July 17	Aug – Oct 17	Nov 17 – Jan 18
Full Availability	93.66	94.3	97.92	95.1	93.67
Partial Availability	6.33	5.6	2.04	4.7	6.29
Full Closure	0.01	0.1	0.04	0.2	0.04

**Figure 1 – Comparison of Availability of Bridge to Users**

Full availability in this quarter is comparable with the period between August and October 2017. Full closure is still very low at 0.04%.

4.1.5 Summary of Bridge availability 1 November 2017 to 31 January 2018

Full availability (No restrictions)	93.67
Partial Availability (Some restrictions)	6.29

No Availability (Full Closure)	0.04
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## 5 TRAFFIC COUNT DATA

### 5.1 Traffic Count Data from Dundee Ramps

#### ADDT – (Annual Average Daily Total)

	1 <sup>st</sup> Quarter 2017 (January – March 2017)	2 <sup>nd</sup> Quarter 2017 (April – June 2017)	3 <sup>rd</sup> Quarter 2017 (July – September)	4 <sup>th</sup> Quarter 2017 (October – December)
Northbound to West	6169	6350	6321	6111
Northbound to East	6465	7327	7471	6684
<b>Northbound Total</b>	<b>12634</b>	<b>13677</b>	<b>13792</b>	<b>12795</b>
Southbound from West	5588	5890	5966	5588
Southbound from East	6727	8016	8062	7366
<b>Southbound Total</b>	<b>12752</b>	<b>13906</b>	<b>14028</b>	<b>12954</b>
<b>Total</b>	<b>25386</b>	<b>27583</b>	<b>27820</b>	<b>25749</b>

The average total number of vehicles crossing the bridge daily in the fourth quarter of 2017 is comparable to the first quarter of the year. Vehicle crossings are also in line with those recorded in the same quarter of 2016, when the average daily crossings were recorded at 12,898.

## 6 POLICY IMPLICATIONS

- 6.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no implications.

## 7 CONSULTATIONS

- 7.1 The Treasurer, Clerk and Engineer to the Board have been consulted in the preparation of this report and are in agreement with the content.

## 8 BACKGROUND PAPERS

- 8.1 None

**ALAN HUTCHISON  
BRIDGE MANAGER  
21 FEBRUARY 2018**

**ITEM No ...4.....**

**REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 5 MARCH 2018**

**REPORT ON: TENDER REPORT – NEW PASSENGER LIFT**

**REPORT BY: BRIDGE MANAGER**

**REPORT NO: TRB 5 - 2018**

**1 PURPOSE OF REPORT**

- 1.1 To authorise the appointment of Caltech Lifts Limited to carry out manufacture and installation of a new public passenger lift to service the bridge walkway in Dundee.

**2 RECOMMENDATIONS**

- 2.1 It is recommended that:

- The Clerk to the Board be instructed to accept the tender offer of £72,124 from Caltech Lifts Ltd.
- The overall expenditure of £91,000 be authorised which includes an allowance of £18,876 for professional fees and contingencies.

**3 FINANCIAL IMPLICATIONS**

- 3.1 The Treasurer advises that the above expenditure can be met from within the Revenue Carried Forward Budget for 2017/18.

**4 IMPLICATIONS TO BRIDGE USERS**

- 4.1 The lift will not be available for use for a period of approximately six weeks. The Tay Road Bridge Manager will put in place measures to assist less abled users access Dundee and Fife during this installation period.

**5 BACKGROUND**

- 5.1 The existing lift is an Ellis & MacDougal hydraulic model installed in 1999. Ellis & MacDougal are no longer in existence, their assets and trade having been transferred to Kone plc.
- 5.2 Between January 2017 and January 2018 the existing lift was out of use for 207 hours. Since 2 January 2018 Caltech are attending to synchronise the lift fortnightly in order to minimise the risk of further lift failure. It is considered normal practise for lift owners to either replace lifts or carry out a major overhaul when lifts reach twenty years old.
- 5.3 The existing lift's twin hydraulic rams frequently fail to synchronise resulting in the installation becoming inoperative with requirement to reset. The issue had previously been investigated by the term lift maintenance contractor, Caltech of Dundee, who were unable to identify any single cause although they observed a compensation pipe fitted that would reasonably be expected to mitigate synchronisation issues.

- 5.4 There is no evidence of external influences being a contributing factor in synchronisation failure, e.g. water ingress into bore hole or movement of bridge at the lift location. Instead the perception is the original set up and installation of the existing lift has been an underlying reason for failures compounded by the general age of component parts. Kone, Caltech and hydraulic lift manufacturer Emesa were consulted with the assertion being that irrespective of whether the lift drive is hydraulic or electric traction, a properly commissioned installation using modern controls and tolerances would overcome the issue currently experienced.
- 5.5 It is considered that a replacement hydraulic lift is the preferred solution to solve the ongoing lift reliability issues in preference to the installation of an electric traction lift. Reasons include:
- The existing lift can be installed without the need to alter any part of the lift structure.
  - Complies with latest headroom restrictions without structural alterations. A traction lift would likely not meet these requirements.
  - Compressed construction period limiting disruption to the user. It is deemed that a six week installation period is considered adequate.
  - A hydraulic lift can carry heavier loads than an alternative MRL electric traction lift.
  - Easy release of passengers from entrapment by reducing hydraulic pressure on the rams.
- 5.6 A Single Stage (Open) tender was invited through the Public Contract Scotland portal. Only one tender offer return was received, from Caltech Lifts Limited for £72,124. The tender is deemed to be compliant.
- 5.7 An offer of £72,124 has been received from Caltech Lifts Limited to manufacture and install a new hydraulic lift. An allowance of £18,876 for professional fees and contingencies requires to be added.

## **6 POLICY IMPLICATIONS**

- 6.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.
- 6.2 The works will improve the reliability of the only means to access the bridge deck from Dundee for users who are unable to use the stairs. A fully working and reliable lift ensures that the bridge walkway is accessible to all groups.



**7 CONSULTATIONS**

7.1 The Clerk, Treasurer and Engineer have been consulted in the preparation of this report.

**8 BACKGROUND PAPERS**

8.1 None

**ALAN HUTCHISON  
BRIDGE MANAGER  
21 FEBRUARY 2018**



**REPORT TO:** TAY ROAD BRIDGE JOINT BOARD – 5 MARCH 2018

**REPORT ON:** RESPONSE TO INTERNAL AUDITOR'S REPORT ON HEALTH & SAFETY – INCIDENT IDENTIFICATION AND RESPONSE

**REPORT BY:** THE BRIDGE MANAGER

**REPORT NO:** TRB 6 - 2018

## 1 PURPOSE OF REPORT

- 1.1 This report is in response to Internal Audit Report No. 2018/02, prepared by the Board's Internal Auditor, Henderson Loggie, on the Management of Health and Safety – Incident Identification and Response. A copy of the Internal Auditor's report is included within the Board's papers.

## 2 RECOMMENDATIONS

- 2.1 It is recommended that the Board:-
- i) Endorse this report as the formal response to the Internal Auditor's report No. 2018/02.

## 3 FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications associated with this report.

## 4 BACKGROUND

### Introduction

- 4.1 The Board's Internal Audit Needs Assessment and Strategic Plan 2016 – 2019 (Henderson Loggie Report 2018/01 issued August 9 2017) is reviewed at least annually by Senior Management in conjunction with Henderson Loggie to take account of any changes in the Board's risk profile. Report 2018/02 Health & Safety – Incident Identification and Response was reviewed in November 2017 in line with the strategic plan.

## 5. REPORT

### 5.1 Internal Auditor's Report 2018/02

Overall no significant issues identifying major internal control weaknesses were identified. The report concluded that the systems met control objectives and provided good assurance.

## 6 POLICY IMPLICATIONS

- 6.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no implications.

**7 CONSULTATION**

- 7.1 The Clerk, Treasurer and the Engineer have been consulted in the preparation of this report and are in agreement with the content.

**8 BACKGROUND PAPERS**

- 8.1 None

**ALAN HUTCHISON  
BRIDGE MANAGER  
21 FEBRUARY 2018**

**Tay Road Bridge Joint Board**

**Health & Safety – Incident Identification and Response**

**Internal Audit Report No: 2018/02**

**Draft Issued: 13 November 2017**

**Final Issued: 5 December 2017**

**LEVEL OF ASSURANCE**

**Good**



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### Level of Assurance

In addition to the grading of individual recommendations in the action plan, audit findings are assessed and graded on an overall basis to denote the level of assurance that can be taken from the report. Risk and materiality levels are considered in the assessment and grading process as well as the general quality of the procedures in place.

Gradings are defined as follows:

<b>Good</b>	System meets control objectives.
<b>Satisfactory</b>	System meets control objectives with some weaknesses present.
<b>Requires improvement</b>	System has weaknesses that could prevent it achieving control objectives.
<b>Unacceptable</b>	System cannot meet control objectives.

### Action Grades

<b>Priority 1</b>	Issue subjecting the organisation to material risk and which requires to be brought to the attention of the Joint Board.
<b>Priority 2</b>	Issue subjecting the organisation to significant risk and which should be addressed by the Board Officers.
<b>Priority 3</b>	Matters subjecting the organisation to minor risk or which, if addressed, will enhance efficiency and effectiveness.

## 1. Overall Level of Assurance

**Good**

System meets control objectives.

## 2. Risk Assessment

This review focused on the controls in place to mitigate the following risks on the Joint Board's Risk Register:

- 2 – Legislative changes, e.g. Health & Safety, Environmental, Procurement, etc. (risk rating: medium)

## 3. Background

As part of the Internal Audit programme at the Tay Road Bridge Joint Board ('the Board') for 2017/18 we carried out a review of the organisation's health & safety arrangements, which relate to how the organisation identifies and responds to critical incidents. Our Audit Needs Assessment, completed in July 2016, identified this as an area where risk can arise and where internal audit can assist in providing assurances to the Joint Board and the Bridge Manager that the related control environment is operating effectively, ensuring risk is maintained at an acceptable level.

A critical incident, in the context of this review, can be described as an unexpected or avoidable event that could have resulted, or did result in, unnecessary serious harm or death of staff or members of the public in or around the locus of the Tay Road Bridge. Reviewing and managing these events should help the Board learn the lessons and help to reduce the risk of similar critical incidents happening again.

## 4. Scope, Objectives and Overall Findings

This audit reviewed the arrangements and procedures in place within the organisation to deal with Health & Safety issues, specifically relating to critical incidents, within the locus of the Bridge, which result in severe injury or fatality.



## 4. Scope, Objectives and Overall Findings (continued)

The table below notes each separate objective for this review and records the results:

Objective	Findings	1			2			3		
		No. of Agreed Actions								
<b>The specific objectives of the audit were to obtain reasonable assurance that:</b>										
1. Existing governance arrangements over the Board's approach to incident identification, response and management are adequate.	<b>Good</b>	0	0	0						
2. A framework is in place to support staff in implementing effective responses to incidents and potential crisis situations.	<b>Good</b>	0	0	0						
3. There is effective communication and coordination between Board staff and the emergency services.	<b>Good</b>	0	0	0						
4. Adequate training has been provided to improve the capability of staff to implement appropriate and timely responses to incidents and crises.	<b>Good</b>	0	0	0						
5. Procedures are in place to ensure that staff are offered adequate support and counselling following a stressful or traumatic event.	<b>Good</b>	0	0	0						
		0	0	0						
<b>Overall Level of Assurance</b>	<b>Good</b>	System meets control objectives								

## 5. Audit Approach

We discussed the major incident identification and response processes with the Bridge Manager and the Board's procedures in relation to providing early intervention, incident response and coordination with emergency services were considered.

## 6. Summary of Main Findings

### Strengths

- The Board has a risk management framework, including a risk register which is reported to the Joint Board. Annually, data on health & safety issues and bridge closures, including those resulting from critical incidents are reported to the Joint Board. Our review noted that although details of individual critical incident cases are not routinely brought to the Joint Board meetings, the Joint Board is presented with details of trends, themes for learning and operational improvement recommendations to address health & safety issues.
- The Board has developed a set of procedures which provide guidance and instruction to staff on the effective management of a critical incident and, where required, how staff are to be supported following involvement in such incidents.
- The Board has recently implemented, or is in the process of implementing, a number of measures which are designed to improve the organisation's ability to prevent, identify and respond to critical incidents. For example, an improved CCTV system with 26 units with enhanced imaging, have been positioned to ensure that visibility of the bridge and its approaches has been maximised.
- Earlier in the year, the Board participated in a study undertaken by the University of Dundee into the causes of suicide attempts at the Tay Road Bridge since it was built. The study identified a number of factors involved in suicide attempts made at the bridge and further analysis is planned by the University to identify any potential features and barriers, both physical and mental, which could be deployed by the Board in the future to help reduce suicide attempts.
- All staff have received suicide prevention training from the Samaritans and key operational staff have also received training from Applied Suicide Intervention Skills Training (ASIST).
- Incident reporting procedures are in place to ensure that details of incidents are used to inform incident debriefs and to determine if further training is needed for staff as part of risk mitigation of future events, or to improve the Board's response to similar critical incidents.

### Weaknesses

- No significant weaknesses were noted during our review.

## 7. Acknowledgements

We would like to take this opportunity to thank the staff at the Board who helped us during the course of our audit.

## 8. Findings and Action Plan

**Objective 1: Existing governance arrangements over the Board's approach to incident identification, response and management are adequate.**

Reviewing the Boards' governance arrangements and processes for managing critical incidents helps to identify whether appropriate learning and improvement is taking place to, where possible, reduce the risk of events happening again.

The Board's governance structure for critical incidents is the same as the operational management structure. Three areas of governance - financial, staff and corporate governance, including risk management, are implicit functions of the Board. The Board has a risk management framework, including a risk register which is reported to the Joint Board. Data on health & safety issues and bridge closures, including those resulting from critical incidents, are reported annually to the Joint Board. The Bridge Manager, supported by senior staff such as the Health & Safety Officer and Operations Supervisor, is responsible for providing assurance to the Board that effective serious incident management procedures are in place. Our review noted that although details of individual critical incident cases are not routinely brought to the Joint Board meetings, the Joint Board is presented with details of trends, themes for learning and operational improvement recommendations to address health & safety issues.

**Objective 2: A framework is in place to support staff in implementing effective responses to incidents and potential crisis situations.**

The Board has developed a set of procedures which provide guidance and instruction to staff on the effective management of a critical incident and, where required, how staff are to be supported following involvement in such incidents. This includes the Safe Systems of Work procedures for dealing with emergency incidents and dealing with distressed person / suicide attempts which provide detailed guidance on standard methodology for critical incident management. We noted during our review that all staff have been made aware of the guidance and have easy access to it via the staff internal computer network.

During our review we identified a number of measures that the Board has recently implemented, or is in the process of implementing, which are designed to improve the organisation's ability to prevent, identify and respond to critical incidents. These include:

- The recent installation of 26 new CCTV units with enhanced imaging, including digital zoom and infra-red, which have been positioned to ensure that visibility of the bridge and its approaches has been maximised;
- Visual signage positioned across the bridge designed to reduce the occurrence of suicide attempts and to provide contact information for support groups, such as the Samaritans;
- Operational staff responsible for the day-to-day monitoring of bridge activity are trained on how to spot suicidal behaviour which can increase the chances of early intervention;
- Emergency phones are located on the bridge which can be used by members of the public to contact the operations control room directly in the event of a critical incident; and
- Applied Suicide Intervention Skills Training (ASIST) has been provided to key operational staff, and training for all staff has been delivered by the Samaritans.

Earlier in the year the Board participated in a study undertaken by the University of Dundee into the causes of suicide attempts at the Tay Road Bridge since it was built. The study identified a number of factors involved in suicide attempts made at the bridge and further analysis is planned by the University to identify any potential features and barriers, both physical and mental, which could be deployed by the Board in the future to help reduce suicide attempts.

The Bridge Manager is a member of the Tayside Suicide Prevention Working Group.

**Objective 3: There is effective communication and coordination between Board staff and the emergency services.**

The Safe Systems of Work guidance is made available to all staff and clearly states that all emergency incidents, suspicious behaviour or suicide attempts are to be reported to the Duty Operations Supervisor who will then contact the appropriate emergency service and co-ordinate the response.

A range of emergency services can be involved in responding to critical incidents on the bridge, including: Police Scotland, the Scottish Fire and Rescue Service, Ambulance Scotland and the RNLI. To ensure that there is effective coordination of responses to incidents the Bridge Manager has shared the Board's own response procedures with each of the emergency services and has invited each service to share their own response protocols with the Board. We noted during our review that none of the emergency services had responded yet to the Bridge Manager's requests.

**Objective 4: Adequate training has been provided to improve the capability of staff to implement appropriate and timely responses to incidents and crises.**

The Safe Systems of Work procedures (objective 2) and the Critical Incidents Protocol (objective 5) form part of the core induction training for all staff. The Safe Systems of Work procedures for dealing with emergency incidents and dealing with distressed person / suicide attempts contain specific guidance on how various scenarios should be managed and relevant staff have received training on how these procedures should be implemented. Following an incident, the Duty Supervisor is required to complete an Incident Report Form which is then passed to the Bridge Manager for his information and further action if deemed necessary. Details captured on the forms are considered during incident debriefs and are used to determine whether further training is required for staff as part of risk mitigation of future events or to improve the Board's response to similar critical incidents.

The Health and Safety Officer is also responsible for helping staff to investigate critical incidents to meet health and safety legislative requirements.

**Objective 5: Procedures are in place to ensure that staff are offered adequate support and counselling following a stressful or traumatic event.**

A Critical Incidents Protocol is in place which outlines the Board’s approach to critical incident stress management, spanning pre-incident preparedness to supporting staff post-incident who may be suffering from stress. The Protocol represents the Board’s commitment to the provision of critical incident stress management and the Dundee Health and Social Care Partnership is a key partner in delivering this. The purpose of the Protocol is to support staff to return to work more quickly and with a reduced likelihood of suffering from post-traumatic stress disorder. The Protocol identifies the various types of intervention techniques that the Board may utilise in critical incident stress management, including defusing, debriefing and individual follow-up.

Defusing is limited only to the individuals directly involved in an incident and is designed to address immediate needs and assist individuals in coping in the short term. The main aims of a debriefing interview are:

- To reduce the impact of a traumatic event;
- To mitigate against acute signs of stress or trauma;
- To accelerate the normal recovery process; and
- To provide a screening opportunity to identify other staff that might benefit from additional support services or a referral for professional care.

The Protocol includes guidance for managers in the form of a flow chart and a checklist on how to determine and undertake the most appropriate method of intervention. Guidance is also provided to staff on the debriefing process and general advice on how to cope with trauma. We noted during our review that all staff have been made aware of the guidance and have ready access to it on the staff internal computer network.

The Board has access to an occupational health service provider to which it can refer staff if required.

## ITEM No ...6.....

**REPORT TO:** TAY ROAD BRIDGE JOINT BOARD – 5 MARCH 2018  
**REPORT ON:** REVENUE MONITORING - 10 MONTHS TO 31 JANUARY 2018  
**REPORT BY:** THE TREASURER  
**REPORT NO:** TRB 1-2018

**1 PURPOSE OF REPORT**

The purpose of this report is to appraise the Joint Board of the current monitoring position of it's 2017/2018 Revenue Budget.

**2 RECOMMENDATIONS**

It is recommended that the Joint Board note the content of this Revenue Monitoring Report as at 31 January 2018.

**3 FINANCIAL IMPLICATIONS**

3.1 The 2017/2018 Revenue Budget predicted a breakeven position (see Report 29-2016). The current outturn position for the financial year 2017/2018 is projecting a £40,000 underspend against the 2017/2018 Revenue Budget based on the financial information available at 31 January 2018.

3.2 Following the removal of tolls the Board's Revenue Expenditure is now financed by an annual Revenue Grant from Scottish Government.

Due to the fact that the Board's Revenue Expenditure is fully funded by grant any underspend achieved will result in unspent grant being carried forward, with the agreement of the Scottish Government, to fund future years' Revenue Expenditure. Underspends achieved in previous years have resulted in a Revenue Grant Balance carried forward into 2017/2018 of £1,096,343. This balance will be used to fund any overspend in the current financial year before any contributions are made from the General Fund Reserve Balance.

3.3 The projected underspend, if it materialised, would result in a projected Revenue Grant Balance carried forward of £1,136,343 at 31 March 2018. This level of Revenue Grant Balance carried forward is subject to negotiation with the Scottish Government. This would also result in an unchanged General Fund Reserve of £1,160,591 at 31 March 2018. This level of retained reserves is subject to negotiation with the Scottish Government.

3.4 An underspend of £6,000 is projected in relation to Administration Supplies and Services. This is due to a reduction in Insurance premiums.

3.5 An overspend of £16,000 is projected in relation to Operations Staff Costs. This is due to increased expenditure in relation to Training as additional sessions were required in order to ensure staff achieved the desired abilities to enable the implementation of the new vehicle recovery working practices.

3.6 An underspend of £23,000 is projected in relation to Plant and Equipment Supplies and Services. This is due to reductions of £8,000 in relation to CCTV equipment maintenance and £2,000 in relation to CCTV annual rental of digital equipment as these budgets have been superseded by the installation of the new CCTV system as well as underspends of £10,000 on Cathodic Protection equipment maintenance which will not be carried out and £3,000 on Lift equipment maintenance.

3.7 An underspend of £2,000 is projected in relation to Plant and Equipment Transport Costs. This is due to a reduction in harbourage berthing fees which are no longer required.

- 3.8 An underspend of £3,000 is projected in relation to Plant and Equipment Third Party Payments. This is due to a reduction in professional fees in relation to inspections and reports on the Cathodic Protection system.
- 3.9 An overspend of £6,000 is projected in relation to Bridge Maintenance Staff Costs. This is due to increased expenditure in relation to Training as additional sessions were required in order to ensure staff achieved the desired abilities to enable the implementation of the new vehicle recovery working practices.
- 3.10 An underspend of £8,000 is projected in relation to Bridge Maintenance Property Costs. This is due to an expected saving on expenditure on the maintenance of the Fife Kiosk.
- 3.11 An underspend of £20,000 is projected in relation to Bridge Maintenance Third Party Payments. This is due to underspends of £10,000 in relation to external consultant Structural Inspections and £10,000 in relation to Miscellaneous Inspections and Reports.
- 3.12 An overspend of £25,000 is projected in relation to CFRG Gantry Miscellaneous. This is due to overspend in relation to the requirement to conduct inspections of the gantries. The total expenditure consists of £30,000 for consultant fees and £20,000 for the hire of the safety boat.
- 3.13 An underspend of £25,000 is projected in relation to CFRG Paintwork to Box Girders. This is due to there being no requirement for expenditure during this financial year due to the condition of the existing paintwork.

#### 4 RISK ASSESSMENT

In preparing the Board's Annual Revenue Budget (see Report TRB 9-2016), the Treasurer considered the key strategic, operational and financial risks faced by the Board over this period. In order to alleviate the impact these risks may have should they occur, a number of general risk mitigating factors are utilised by the Board. These include:

- a system of perpetual detailed monthly budget monitoring with latest positions reported to quarterly Board meetings;
- the level of General Fund Reserve balances available to meet any unforeseen expenditure;
- the level of other cash backed reserves available to meet any unforeseen expenditure;
- the possibility of identifying further budget savings and efficiencies during the year if required; and
- the possibility of identifying new income streams during the year.

#### 5 POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major implications.

#### 6 CONSULTATIONS

The Clerk, Bridge Manager and the Engineer to the Board have been consulted in the preparation of this report and are in agreement with the contents.

#### 7 BACKGROUND PAPERS

None

**GREGORY COLGAN**  
TREASURER

20 FEBRUARY 2018



APPENDIX ATAY ROAD BRIDGE JOINT BOARDREVENUE MONITORING AS AT 31 JANUARY 2018

	Revenue Budget 2017/18 £	Expenditure to 31 January 2018 £	Final Projection 2017/18 £	Variance from Budget £	Paragraph Reference
<b>EXPENDITURE</b>					
<u>Administration</u>					
Staff Costs	179,363	135,974	179,363	-	
Property Costs	31,400	27,639	31,400	-	
Supplies and Services	160,847	122,557	154,847	(6,000)	3.4
Transport Costs	975	377	975	-	
Third Party Payments	90,903	50,034	90,903	-	
	463,488	336,581	457,488	(6,000)	
<u>Operations</u>					
Staff	447,142	411,466	463,142	16,000	3.5
Supplies & Services	17,500	3,001	17,500	-	
	464,642	414,467	480,642	16,000	
<u>Plant and Equipment</u>					
Property	35,000	26,254	35,000	-	
Supplies & Services	207,165	159,266	184,165	(23,000)	3.6
Transport	35,900	21,831	33,900	(2,000)	3.7
Third Party Payments	19,250	3,012	16,250	(3,000)	3.8
	297,315	210,363	269,315	(28,000)	
<u>Bridge Maintenance</u>					
Staff	266,188	225,571	272,188	6,000	3.9
Property	27,500	8,162	19,500	(8,000)	3.10
Supplies & Services	61,550	39,891	61,550	-	
Transport	550	131	550	-	
Third Party Payments	42,750	3,456	22,750	(20,000)	3.11
	398,538	277,211	376,538	(22,000)	
<b>GROSS EXPENDITURE</b>	1,623,983	1,238,622	1,583,983	(40,000)	
<b>INCOME</b>					
Scottish Government Revenue Grant	1,700,000	1,416,667	1,700,000	-	
Interest on Revenue Balances	13,370	-	13,370	-	
Kiosk Rent	10,213	7,660	10,213	-	
Miscellaneous	400	400	400	-	
<b>GROSS INCOME</b>	1,723,983	1,424,727	1,723,983	-	
<b>TOTAL NET REVENUE EXPENDITURE / (INCOME)</b>	(100,000)	(186,105)	(140,000)	(40,000)	

## CAPITAL FUNDED FROM CURRENT REVENUE (CFCR)

	Revenue Budget 2017/18 £	Expenditure to 31 January 2018 £	Final Projection 2017/18 £	Variance from Budget £	Paragraph Reference
Miscellaneous Projects	50,000	37,056	50,000	-	
Gantry Miscellaneous	25,000	20,160	50,000	25,000	3.12
Paintwork to Box Girders	25,000	-	-	(25,000)	3.13
<b>TOTAL CFCR</b>	100,000	57,216	100,000	-	
<b>TOTAL NET DEFICIT / (SURPLUS) MET FROM GENERAL RESERVE BALANCES</b>	-	(128,889)	(40,000)	(40,000)	

REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 5 MARCH 2018  
 REPORT ON: CAPITAL MONITORING - 10 MONTHS TO 31 JANUARY 2018  
 REPORT BY: THE TREASURER  
 REPORT NO: TRB 2-2018

#### 1 PURPOSE OF REPORT

The purpose of this report is to appraise the Joint Board of the current monitoring position of its 2017/2018 Capital Budget.

#### 2 RECOMMENDATIONS

It is recommended that the Joint Board note the content of this Capital Monitoring Report as at 31 January 2018.

#### 3 FINANCIAL IMPLICATIONS

The Joint Board's 2017/2018 Capital Expenditure Programme of £875,000 was approved by the Board on 5 December 2016 (Report TRB 30-2016). From 1 April 2008 the Board's Capital Expenditure projects are being financed through Scottish Government Capital Grant.

The capital outturn for the financial year 2017/2018 (as detailed in Table 1 on Appendix A) is projected to be £643,000 (i.e. a net decrease of £232,000 from the originally approved budget) based on the financial ledger information up to 31 January 2018 and this will be funded from 2017/2018 Capital Grant of £536,000, Capital Funded from Current Revenue of £100,000 and Capital Receipts of £7,000. This results in a projected Capital Grant carried forward into 2018/2019 of £1,514,000 (as detailed in Table 2 on Appendix A).

#### 4 REASONS FOR CAPITAL EXPENDITURE NET DECREASE

The main reasons for the net decrease of £232,000 can be summarised as follows:

	<b>£000</b>
<b><u>Slippage from 2016/2017:</u></b>	
CP Monitoring Equipment	25
<b><u>Budget Adjustments:</u></b>	
New Vehicles	3
Carriageway Resurfacing	(25)
Advanced Warning Signs	25
Replacement of Expansion Joints	(20)
Bridge Office Refurbishment	(40)
Lift Replacement	150
New Switch Gear	250
<b><u>Slippage to 2018/2019:</u></b>	
CP Monitoring Equipment	(200)
Lift Replacement	(150)
New Switch Gear	(250)
<b>Total Budget Adjustments</b>	<b><u>(232)</u></b>

## 5 RISK ASSESSMENT

- 5.1 There are a number of risks which may have an impact on the Capital expenditure programme for 2017/2018. The main areas of risk are set out below, together with the mechanisms in place to help mitigate these risks.
- 5.2 Construction cost inflation levels are volatile, and they can on occasion be relatively high in comparison to general inflation. Therefore delays in scheduling and letting contracts may lead to increases in projected costs. Every effort will be made to ensure delays are avoided wherever possible and any increase in costs minimised.
- 5.3 Slippage in the Capital programme leads to the need to reschedule projects in the current year and possibly future years, therefore creating problems in delivering the programme on time. For this reason the programme is carefully monitored and any potential slippage is identified as soon as possible and any corrective action taken wherever possible.
- 5.4 Capital projects can be subject to unforeseen price increases. The nature of construction projects is such that additional unexpected costs can occur. Contingencies are built into the budget for each capital project and these are closely monitored throughout the project.
- 5.5 There is risk associated with projects that are not yet legally committed as the works are not yet tendered for, and there is potential for costs to be greater than the allowance contained within the Capital Plan. As the majority of spend on these projects is in future years, the risk in the current year is not significant. Future years' Capital programme will be adjusted to reflect updated cost estimates.
- 5.6 The Capital Monitoring report and the Engineer's report provide information on individual projects contained within the Capital Budget and the impact of expenditure movements on the future financial years.
- 5.7 The level of Capital Grant received from the Scottish Government may be impacted by budgetary constraints in future financial statements.

## 6 CONCLUSION

- 6.1 The Board's 2017/2018 capital programme is showing a projected capital spend of £643,000 which will be funded from Scottish Government grant, Capital Funded from Current Revenue and Capital Receipts.
- 6.2 The 2017/2018 capital expenditure programme will continue to be monitored on a regular basis throughout the remainder of the current financial year.

## 7 POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major implications.

## 8 CONSULTATIONS

The Clerk, Bridge Manager and the Engineer to the Board have been consulted in the preparation of this report and are in agreement with the contents.

## 9 BACKGROUND PAPERS

None.

## TAY ROAD BRIDGE JOINT BOARD

TABLE 1: CAPITAL EXPENDITURE MONITORING - 10 MONTHS TO 31 JANUARY 2018

Expenditure	Capital Budget 2017/18 £000	Slippage from 2016/17 £000	Budget Adjust £000	Slippage into 2018/19 £000	Revised Capital Budget 2017/18 £000	Actual to 31 January 2018 £000	Projected Outturn 2017/18 £000	Variance from Budget £000
New Vehicles	140	-	3	-	143	143	143	-
Carriageway Resurfacing	25	-	(25)	-	-	-	-	-
CCTV	160	-	-	-	160	153	160	-
CP Monitoring Equipment	175	25	-	(200)	-	-	-	-
Advanced Warning Signs	150	-	25	-	175	-	175	-
Replacement of Expansion Joints	25	-	(20)	-	5	-	5	-
Bridge Office Refurbishment	100	-	(40)	-	60	37	60	-
Lift Replacement	-	-	150	(150)	-	-	-	-
New Switch Gear	-	-	250	(250)	-	-	-	-
Miscellaneous Projects (CFCR)	50	-	-	-	50	37	50	-
Gantry – Miscellaneous (CFCR)	25	-	25	-	50	20	50	-
Paintwork to Box Girders (CFCR)	25	-	(25)	-	-	-	-	-
<b>Total Gross Expenditure</b>	<b>875</b>	<b>25</b>	<b>343</b>	<b>(600)</b>	<b>643</b>	<b>390</b>	<b>643</b>	<b>-</b>
<b>Funded by:</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Capital Grant 2016/2017	500	-	250	(214)	536	625	536	-
Unapplied Capital Grant brought forward from Previous Years	275	25	86	(386)	-	-	-	-
Capital Funded from Current Revenue (CFCR)	100	-	-	-	100	-	100	-
Capital Receipt	-	-	7	-	7	7	7	-
<b>Total Funding</b>	<b>875</b>	<b>25</b>	<b>343</b>	<b>(600)</b>	<b>643</b>	<b>632</b>	<b>643</b>	<b>-</b>

TABLE 2: Unapplied Capital Grant Projected Carry Forward:

Unapplied Capital Grant Brought Forward	£000
1,300	
Add: Capital Grant Received 2017/2018	750
Less: Capital Grant Utilised 2017/2018	(536)
<b>Unapplied Capital Grant Carried Forward to 2018/2019</b>	<b>1,514</b>



**REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 5 MARCH 2018**

**REPORT ON: EXTERNAL AUDIT ANNUAL AUDIT PLAN 2017/2018**

**REPORT BY: TREASURER**

**REPORT NO: TRB 3-2018**

**1 PURPOSE OF REPORT**

To present to the Board the External Audit Annual Audit Plan, attached as an Appendix to this report.

**2 RECOMMENDATIONS**

It is recommended that the Board notes the content of the External Audit Annual Audit Plan for 2017/2018.

**3 FINANCIAL IMPLICATIONS**

The cost of External Audit Services is included in the approved 2018/2019 Revenue Budget.

**4 MAIN TEXT**

Introduction

- 4.1 The external audit of the Board for the financial year 2017/2018 will be carried out by Mr Bruce Crosbie, Senior Audit Manager, Audit Scotland. The Joint Board's External Auditors are appointed for a five year period and the financial year 2017/2018 marks the second year of Audit Scotland's appointment to the Board.

External Auditor's Annual Audit Plan

- 4.2 The External Auditor's annual audit plan summarises the key challenges and risks facing the Board and sets out the proposed audit work to be undertaken in 2017/2018. The plan reflects:
- Scope and purpose of the audit;
  - The risks and priorities facing the Board;
  - Current national risks relevant to local circumstances;
  - Reporting arrangements; and
  - External Audit's responsibilities under the Code of Practice as approved by the Auditor General and the Accounts Commission.

4.3 External Auditor's Responsibilities

External Audit's responsibilities as independent auditor, are established by the Local Government (Scotland) Act 1973 and the Code of Audit Practice, and guided by the auditing profession's ethical guidance.

In carrying out their audit, External Audit seek to gain assurance that the Board:

- has appropriate corporate governance arrangements in place which reflect the three fundamental principles of openness, integrity and accountability;
- has systems of recording and processing transactions which provide a sound basis for the preparation of financial statements and the effective management of its assets and interests;
- prepares financial statements which give a true and fair view of the financial position at 31 March 2018 and the income and expenditure for the year then ended, in accordance with the Local Government (Scotland) Act 1973, the Local Authority Accounts (Scotland) Regulations 2014 and other applicable laws and regulations, including the 2017/2018 Accounting Code of Practice;
- has systems of internal control which provide an adequate means of preventing or detecting material misstatement, error, fraud or corruption;
- complies with established policies, procedures, laws and regulations; and
- has made proper arrangements for securing best value in its use of resources.

#### 4.5 Reporting Arrangements

The relevant statutory provisions regarding the preparation of the Board's Accounts are contained in the Local Authority Accounts (Scotland) Amendment Regulations, where there is a requirement for unaudited financial statements to be presented to the Board and submitted to the appointed auditor within 3 months of the financial year end i.e. 30th June. The non-statutory target for audit completion is 30th September.

In addition to the report and audit opinion on the financial statements, an annual report to members and the Controller of Audit will be produced to summarise all significant matters arising from the audit. This will be presented to the Board at the meeting in September 2018.

### 5 **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major implications.

### 6 **CONSULTATIONS**

The Clerk, Bridge Manager and the Engineer to the Board have been consulted in the preparation of this report and are in agreement with the contents.

### 7 **BACKGROUND PAPERS**

None

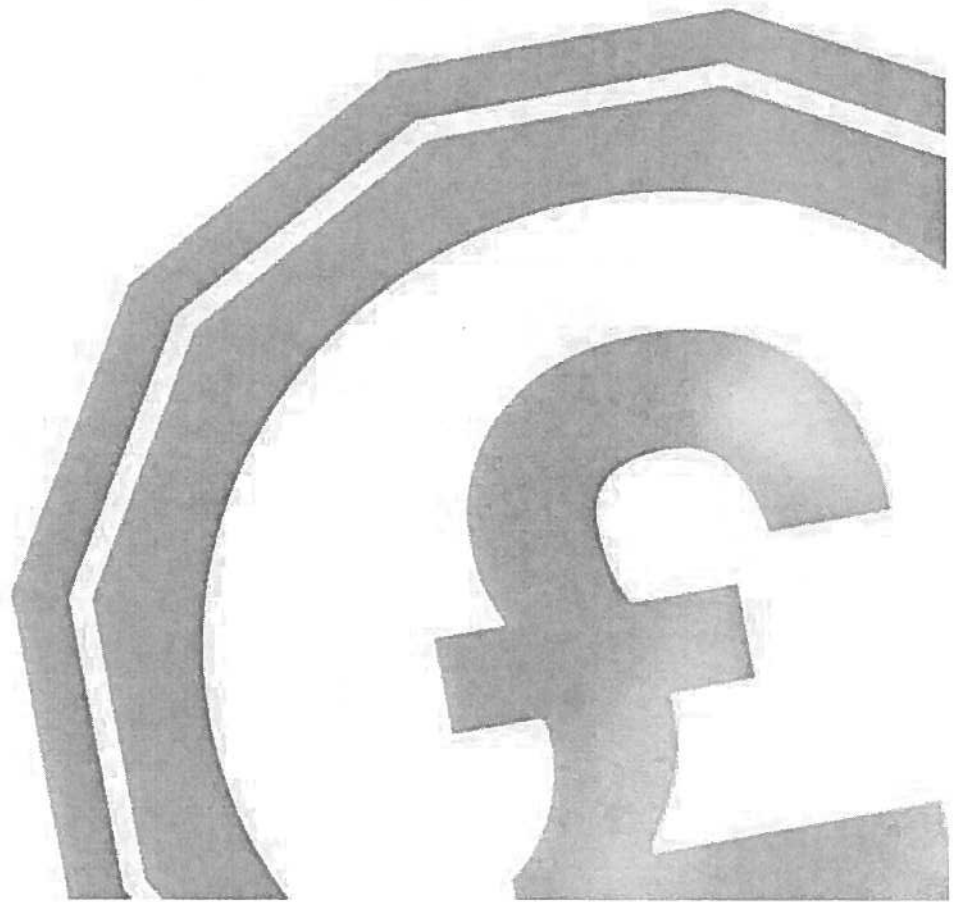
**GREGORY COLGAN**  
**TREASURER**

**20 FEBRUARY 2018**



# Tay Road Bridge Joint Board

Annual Audit Plan 2017/18



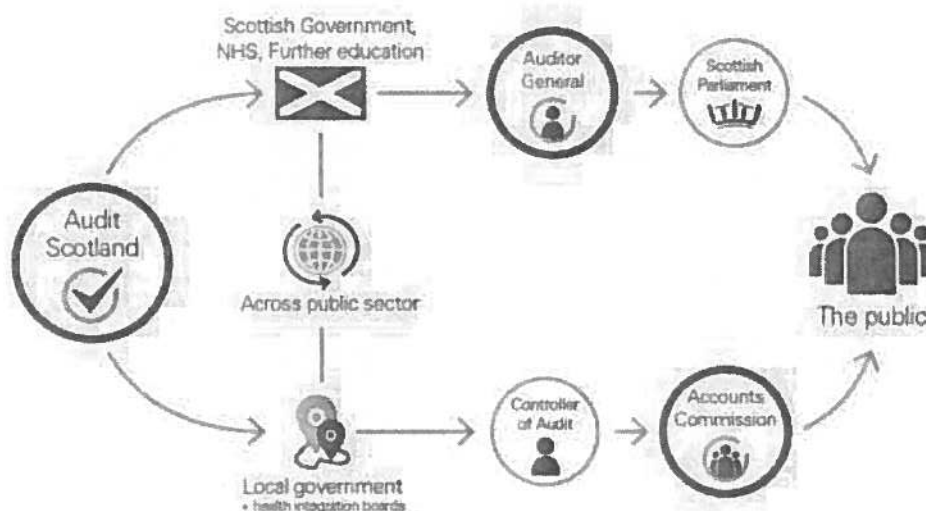
 AUDIT SCOTLAND

Prepared for Tay Road Bridge Joint Board  
January 2018

## Who we are

The Auditor General, the Accounts Commission and Audit Scotland work together to deliver public audit in Scotland:

- The Auditor General is an independent crown appointment, made on the recommendation of the Scottish Parliament, to audit the Scottish Government, NHS and other bodies and report to Parliament on their financial health and performance.
- The Accounts Commission is an independent public body appointed by Scottish ministers to hold local government to account. The Controller of Audit is an independent post established by statute, with powers to report directly to the Commission on the audit of local government.
- Audit Scotland is governed by a board, consisting of the Auditor General, the chair of the Accounts Commission, a non – executive board chair, and two non – executive members appointed by the Scottish Commission for Public Audit, a commission of the Scottish Parliament.



## About us

Our vision is to be a world – class audit organisation that improves the use of public money.

Through our work for the Auditor General and the Accounts Commission, we provide independent assurance to the people of Scotland that public money is spent properly and provides value. We aim to achieve this by:

- carrying out relevant and timely audits of the way the public sector manages and spends money
- reporting our findings and conclusions in public
- identifying risks, making clear and relevant recommendations.

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# Risks and planned work

1. This annual audit plan contains an overview of the planned scope and timing of our audit and is carried out in accordance with International Standards on Auditing (ISAs), the *Code of Audit Practice*, and any other relevant guidance. This plan identifies our audit work to provide an opinion on the financial statements and related matters and meet the wider scope requirements of public sector audit.

2. The wider scope of public audit contributes to conclusions on the appropriateness, effectiveness and impact of corporate governance, performance management arrangements and financial sustainability.

3. Supplementary Guidance allows appointed auditors to use judgement to conclude that the full application of the wider scope is not appropriate based on the risks, nature and size of an audited body (a small audited body clause). In our judgement the small audited body clause applies to the Tay Road Bridge Joint Board (the board).

## Audit risks

4. Based on our discussions with staff, attendance at committee meetings and a review of supporting information we have identified the following main risk areas for the board. We have categorised these risks into financial risks and wider dimension risks. The key audit risks, which require specific audit testing, are detailed in [Exhibit 1](#).

## Exhibit 1

### 2017/18 Key audit risks

Audit Risk	Source of assurance	Planned audit work
<b>Financial statement issues and risks</b>		
<p><b>1 Risk of management override of controls</b></p> <p>ISA 240 requires that audit work is planned to consider the risk of fraud, which is presumed to be a significant risk in any audit. This includes consideration of the risk of management override of controls in order to change the position disclosed in the financial statements.</p>	<p>Owing to the nature of this risk, assurances from management are not applicable in this instance.</p>	<p>Detailed testing of journal entries.</p> <p>Review of accounting estimates.</p> <p>Focused testing of accruals and prepayments.</p> <p>Evaluation of significant transactions that are outside the normal course of business.</p>
<p><b>2 Risk of fraud over expenditure</b></p> <p>The Code of Audit Practice requires consideration of the risk of fraud over expenditure. The board incurs significant</p>	<p>Budget monitoring by management.</p> <p>Governance arrangements including Standing Orders, Standing Financial Instructions</p>	<p>Assessment of key financial controls over expenditure.</p> <p>Detailed testing of transactions focusing on the greater areas of risk.</p>

Audit Risk	Source of assurance	Planned audit work
expenditure which requires audit coverage.	and Fraud Guidelines. Internal controls in financial systems to mitigate risks of error or manipulation.	
<b>3 Estimation and judgements</b> There is a significant degree of subjectivity in the measurement and valuation of the material account areas of non current assets and pensions. This subjectivity represents an increased risk of misstatement in the financial statements.	Actuarial valuation to provide pensions figures for the financial statements. Officer review of actuary information to ensure data and assumptions used are reasonable. Valuation and impairment review of non-current assets by a professional valuer.	Completion of 'review of the work of an expert' for the actuary and valuer. Focused testing of non-current assets and pension figures.

### Reporting arrangements

5. Audit reporting is the visible output for the annual audit. All annual audit plans and the outputs as detailed in [Exhibit 2](#), and any other outputs on matters of public interest will be published on our website: [www.audit-scotland.gov.uk](http://www.audit-scotland.gov.uk).

6. Matters arising from our audit will be reported on a timely basis and will include agreed action plans. Draft management reports will be issued to the relevant officer(s) to confirm factual accuracy.

7. We will provide an independent auditor's report to the Board and Accounts Commission setting out our opinions on the annual accounts. We will provide the Board and Accounts Commission with an annual report on the audit containing observations and recommendations on significant matters which have arisen in the course of the audit.

### Exhibit 2

#### 2017/18 Audit outputs

Audit Output	Target date	Board Date
Proposed Annual Audit Report including ISA 260 requirements	3 September 2018	10 September 2018
Signed Independent Auditor's Report	10 September 2018	10 September 2018

### Audit fee

8. The proposed audit fee for the 2017/18 audit of the board is £12,010 (2016/17 £11,840). In determining the audit fee we have taken account of the risk exposure of the board, the planned management assurances in place and the level of reliance we plan to take from the work of internal audit. Our audit approach assumes receipt of the unaudited financial statements, with a complete working papers package on 30 June 2018.

9. Where our audit cannot proceed as planned through, for example, late receipt of unaudited financial statements or being unable to take planned reliance from the

work of internal audit, a supplementary fee may be levied. An additional fee may also be required in relation to any work or other significant exercises outwith our planned audit activity.

## **Responsibilities**

### **Board and Treasurer**

10. Audited bodies have the primary responsibility for ensuring the proper financial stewardship of public funds, compliance with relevant legislation and establishing effective arrangements for governance, propriety and regularity that enable them to successfully deliver their objectives.

11. The audit of the financial statements does not relieve management or the Board as those charged with governance, of their responsibilities.

### **Appointed auditor**

12. Our responsibilities as independent auditor are established by the 1973 Act for local government, and the Code of Audit Practice (including supplementary guidance) and guided by the auditing profession's ethical guidance.

13. Auditors in the public sector give an independent opinion on the financial statements and other specified information accompanying the financial statements. We also review and report on the arrangements within the audited body to manage its performance, regularity and use of resources. In doing this, we aim to support improvement and accountability.

# Audit scope and timing

## Financial statements

14. The statutory financial statements audit will be the foundation and source for the majority of the audit work necessary to support our judgements and conclusions. We also consider the wider environment and challenges facing the public sector. Our audit approach includes:

- understanding the business of the board and the associated risks which could impact on the financial statements
- assessing the key systems of internal control, and establishing how weaknesses in these systems could impact on the financial statements
- identifying major transaction streams, balances and areas of estimation and understanding how the board will include these in the financial statements
- assessing the risks of material misstatement in the financial statements
- determining the nature, timing and extent of audit procedures necessary to provide us with sufficient audit evidence as to whether the financial statements are free of material misstatement.

15. We will give an opinion on the financial statements as to:

- whether they give a true and fair view in accordance with applicable law and the Code of the state of affairs of the board and of their income and expenditure for the year
- whether they have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the Code
- whether they have been prepared in accordance with the requirements of the Local Government (Scotland) Act 1973, the Local Authority Accounts (Scotland) Regulations 2014, and the Local Government in Scotland Act 2003.

## Materiality

16. We apply the concept of materiality in planning and performing the audit. It is used in evaluating the effect of identified misstatements on the audit, and of any uncorrected misstatements, on the financial statements and in forming our opinion in the auditor's report.

17. We calculate materiality at different levels as described below. The calculated materiality values for the board are set out in [Exhibit 3](#).



### Exhibit 3

#### Materiality values

Materiality level	Amount
<b>Planning materiality</b> – This is the calculated figure we use in assessing the overall impact of audit adjustments on the financial statements. It has been set at 0.5% of net assets for the year ended 31 March 2017 based on the latest audited accounts.	£371,000
<b>Performance materiality</b> – This acts as a trigger point. If the aggregate of errors identified during the financial statements audit exceeds performance materiality this would indicate that further audit procedures should be considered. Using our professional judgement we have calculated performance materiality at 75% of planning materiality.	£278,000
<b>Lower level performance materiality</b> – This is a separate trigger point for errors identified in the comprehensive income and expenditure statement.	£61,000
<b>Reporting threshold (i.e. clearly trivial)</b> – We are required to report to those charged with governance on all unadjusted misstatements in excess of the 'reporting threshold' amount. This has been calculated at 5% of planning materiality.	£19,000

Source: Audit Scotland



18. We review and report on other information published with the financial statements including the management commentary, annual governance report and the remuneration report. Any issue identified will be reported to the board.

#### Timetable

19. To support the efficient use of resources it is critical that a financial statements timetable is agreed with us for the production of the unaudited accounts. An agreed timetable is included at [Exhibit 4](#) which takes account of submission requirements and planned quarterly Board meetings.

### Exhibit 4

#### Financial statements timetable

 Key stage	 Date
Consideration of unaudited financial statements by those charged with governance	18 June
Latest submission date of unaudited annual accounts with complete working papers package	30 June
Latest date for final clearance meeting with Treasurer	9 August
Agreement of audited unsigned annual accounts	16 August
Issue of proposed Annual Audit Report including ISA 260 report to those charged with governance	3 September
Independent auditor's report signed	10 September
Latest date for signing of WGA return	30 September



## Internal audit

20. Auditing standards require internal and external auditors to work closely together to make best use of available audit resources. We seek to rely on the work of internal audit wherever possible and as part of our planning process we carry out an assessment of the internal audit function. The Board re-appointed Henderson Loggie as internal auditors in June 2016 for three years to 2018/19.

21. Overall, we conclude that the internal audit service generally operates in accordance with Public Sector Internal Audit Standard (PSIAS) and has sound documentation standards and reporting practices in place.

22. In respect of our wider dimension audit responsibilities we plan to place reliance on the work internal audit work on:

- Procurement and Creditors/Purchasing
- Data Protection.

23. We will review Internal Audit's reports and consider the impact of any findings on our audit approach.

## Audit dimensions

24. As noted in paragraph 3, in our opinion the full application of the wider scope is not appropriate for the board. However, as a minimum, the Code requires annual audit work on the financial sustainability and the appropriateness of the disclosures in the governance statement. As a result our wider dimension work will be restricted to financial sustainability and governance and transparency arrangements.

25. As auditors we consider the appropriateness of the use of the going concern basis of accounting as part of the annual audit. We will also comment on the body's financial sustainability in the longer term. We define this as medium term (two to five years) and longer term (longer than five years) sustainability. We will carry out work and conclude on:

- the effectiveness of financial planning in identifying and addressing risks to financial sustainability in the short, medium and long term
- the appropriateness and effectiveness of arrangements in place to address any identified funding gaps.

## Governance and transparency

26. Governance and transparency is concerned with the effectiveness of scrutiny and governance arrangements, leadership and decision – making and transparent reporting of financial and performance information. We will review, conclude and report on:

- whether the board can demonstrate that the governance arrangements in place are appropriate and operating effectively
- whether there is effective scrutiny, challenge and transparency on the decision – making and finance and performance reports
- the quality and timeliness of financial and performance reporting.

## Independence and objectivity

27. Auditors appointed by the Accounts Commission or Auditor General must comply with the Code of Audit Practice and relevant supporting guidance. When

auditing the financial statements auditors must also comply with professional standards issued by the Financial Reporting Council and those of the professional accountancy bodies. These standards impose stringent rules to ensure the independence and objectivity of auditors. Audit Scotland has in place robust arrangements to ensure compliance with these standards including an annual “fit and proper” declaration for all members of staff. The arrangements are overseen by the Director of Audit Services, who serves as Audit Scotland’s Ethics Partner.

28. The engagement lead for the board is Bruce Crosbie. Auditing and ethical standards require the appointed auditor to communicate any relationships that may affect the independence and objectivity of audit staff. We are not aware of any such relationships pertaining to the audit of the board

### **Quality control**

29. International Standard on Quality Control (UK and Ireland) 1 (ISQC1) requires that a system of quality control is established, as part of financial audit procedures, to provide reasonable assurance that professional standards and regulatory and legal requirements are being complied with and that the independent auditor’s report or opinion is appropriate in the circumstances.

30. The foundation of our quality framework is our Audit Guide, which incorporates the application of professional auditing, quality and ethical standards and the Code of Audit Practice (and relevant supporting guidance) issued by Audit Scotland and approved by the Auditor General for Scotland. To ensure that we achieve the required quality standards Audit Scotland conducts peer reviews, internal quality reviews and is currently reviewing the arrangements for external quality reviews.

31. As part of our commitment to quality and continuous improvement, Audit Scotland will periodically seek your views on the quality of our service provision. We welcome feedback at any time and this may be directed to the engagement lead.

### **Adding Value**

32. Through our audit work we aim to add value to the board. We will do this by ensuring our Annual Audit Report provides a summary of the audit work done in the year together with clear judgements and conclusions on how well the Board has discharged its responsibilities and how well it has demonstrated the effectiveness of its arrangements. Where it is appropriate we will recommend actions that support continuous improvement and summarise areas of good practice identified from our audit work.

# Tay Road Bridge Joint Board

## Annual Audit Plan 2017/18

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**REPORT TO:** TAY ROAD BRIDGE JOINT BOARD – 5TH MARCH, 2018  
**REPORT ON:** REVIEW OF STANDING ORDERS  
**REPORT BY:** CLERK  
**REPORT NO:** TRB7-2018

#### **1.0 PURPOSE OF REPORT**

1.1 The purpose of this Report is to seek the Joint Board's approval to the proposed amendments to the Joint Board's Standing Orders as detailed in the Appendix to this report.

#### **2.0 RECOMMENDATIONS**

The Joint Board is asked to:-

- (i) approve the proposed amendments to the Standing Orders as detailed in the appendix to this report;
- (ii) remit the Clerk to the Joint Board to amend the Standing Orders accordingly and that these be distributed to the membership and placed on the website for the Tay Road Bridge Joint Board; and
- (iii) agree that the amended Standing Orders be effective from the next meeting of the Joint Board.

#### **3.0 FINANCIAL IMPLICATIONS**

3.1 There are no financial implications directly arising from this report.

#### **4.0 BACKGROUND**

4.1 The Joint Board's Standing Orders were last reviewed in 2011. It was recommended that the Standing Orders be updated in the Continuous Improvement section of the Annual Governance Statement (Article XII of the meeting of this Joint Board of 19th June, 2017 refers (Report No TRB13-2017)).

4.2 A copy of the current Standing Orders with proposed amendments tracked is attached.

#### **5.0 POLICY IMPLICATIONS**

5.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major implications.

#### **6.0 CONSULTATION**

6.1 The Treasurer, Engineer and Bridge Manager have been consulted in the preparation of this report.

#### **7.0 BACKGROUND PAPERS**

None.

Roger Mennie  
Clerk

Date: 14th February, 2018





Tay Road Bridge

**TAY ROAD BRIDGE JOINT BOARD**

**Standing Orders of The Tay Road Bridge Joint Board**

Prepared by:	N/A
Reviewed by:	N/A

Document Reference:	<b>TRB 13 rev 0</b>	Formatted: Highlight
Approved for Issue:	<b>Alan Hutchison</b>	Formatted: Highlight
Date: <del>25 January 2018</del> February 2015	Bridge Manager	Formatted: Highlight
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**STANDING ORDERS**  
**OF**  
**TAY ROAD BRIDGE JOINT BOARD**



These Standing Orders shall apply and have effect on and from the day they are adopted by the Joint Board with such amendments as may be made by the Joint Board from time to time. These Standing Orders shall also apply, so far as relevant, to Sub-Committees.

#### PART I

#### MEETINGS AND PROCEEDINGS OF THE JOINT BOARD

##### Days and Times of the Meetings

1. (1) The ordinary meetings of the Joint Board shall be held in accordance with the timetable to be determined by the Joint Board.
- (2) All other meetings of the Joint Board shall be held at such place and on such date and at such hour as the Joint Board may, from time to time, direct.
2. The Chairman, or, in his or her absence, the Vice-Chairman, may in special circumstances (of which the Chairman or the Vice-Chairman, as the case may be, shall be the sole judge) alter the date of any ordinary meeting of the Joint Board.

##### Special Meetings

3. The Clerk shall call a meeting of the Joint Board at any time on being required to do so by the Chairman or, in his or her absence, the Vice-Chairman, or on receiving a requisition in writing for that purpose signed by at least three members of the Joint Board specifying the business proposed to be transacted at the meeting, which meeting shall be held within fourteen days of receipt of the requisition.

##### Calling of Meetings

4. (1) Notice of all meetings of the Joint Board shall be given by the Clerk and the notice shall specify the business proposed to be transacted at the meeting and the order in which such business is to be brought before the meeting.
- (2) Not less than three clear days before a meeting of the Joint Board a summons to attend the meeting, specifying the business to be transacted thereat and signed by the Clerk shall be left at or sent by post either to the usual place of residence of every member of the Joint Board or Sub-Committee thereof.
- (3) Want of service of a summons on any member of the Joint Board shall not affect the validity of a meeting of the Joint Board.

##### Quorum

5. No business shall be transacted at a meeting of the Joint Board unless five members are present, provided that the members present shall not all be members appointed by the same constituent authority.

##### Order of Business

6. The business of the Joint Board at an ordinary meeting shall (unless otherwise directed by the Chairman who may, at his/her discretion, alter the order of business at any stage) proceed in the following order:-
  - (a) Reception of deputations.
  - (b) Minutes of the Joint Board and Committees and Sub-Committees thereof.
  - (c) Ordinary business including business on agenda at the request of members.

- (d) Matters of urgency of which no previous notice has been given, provided that consideration of any such matters shall be subject to the provisions of Standing Order 7.

#### **Matter of Urgency**

7. An item of business shall not be considered at a meeting of the Board unless either:-
- (a) a copy of the agenda including the item (or a copy of the item subject to exclusion as provided for in terms of Section 50B(2) of the Local Government (Scotland) Act 1973) is open to inspection by members of the public at the offices of the Constituent Authorities for at least three days before the meeting or, where the meeting is convened at shorter notices, from the time the meeting is convened; or
  - (b) by reason of special circumstances, which shall be specified in the minutes, the Chairman of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.

#### **Chairman**

9. A Chairman and a Vice-Chairman shall be appointed by the members of the Joint Board at the first meeting following an election and at such other times as may be necessary. The Chairman and Vice-Chairman shall not both be persons appointed by the same Council. The Chairman, if present, shall preside at meetings of the Joint Board and in his or her absence the Vice-Chairman shall preside. If both are absent, another member of the Joint Board, chosen by the members present, shall preside.

#### **Powers and Duties of Chairman**

10. It shall be the duty of the Chairman:-
- (a) to preserve order, and to ensure that every member of the Joint Board shall have a fair hearing;
  - (b) to decide all matters of order, competency and relevancy;
  - (c) to decide between two or more members of the Joint Board rising to speak by calling on the member who has first caught his or her eye; and
  - (d) to ensure that due and sufficient opportunity is given to members of the Joint Board who wish to speak to express their views on the subject under discussion.
11. The decision of the Chairman on all matters within his or her competency shall be final, and shall not be open to question or discussion.
12. Deference shall at all times be paid to the authority of the Chairman. When he or she is speaking he or she shall be heard without interruption.

#### **Membership**

13. (1) With regard to the allocation of places on the Joint Board, should it be necessary or expedient for any of these constituent authorities to change their nominated representatives at any time other than at the meeting of the Joint Board immediately following an election, it shall be competent for such changes to be intimated to the Joint Board.
- (2) It shall be competent for substitutions to be intimated and effected for individual meetings of the Joint Board.

#### Suspension of Members

14. If any member of the Joint Board disregards the authority of the Chairman, or obstructs the meeting, or conducts himself or herself offensively at the meeting, such member may be suspended for the remainder of the sitting. A motion to suspend a member shall be made and seconded without discussion and forthwith put to the meeting. Any member of the Joint Board so suspended shall forthwith leave the meeting and shall not without the consent of the meeting again enter the meeting, and if any member so suspended refuses to leave the meeting when so required by the Chairman he or she may immediately by order of the Chairman be removed from the meeting by a Joint Board officer or by any other person authorised by the Chairman to remove him/her.

#### Adjournment

15. (1) In the event of disorder arising at any meeting of the Joint Board, the person in the chair may adjourn the meeting to a date he or she may fix or which the Chairman of the Joint Board may afterwards fix, and the quitting of the chair by the Chairman shall be the signal that the meeting is adjourned.
- (2) The Joint Board may, at any of their meetings, adjourn the same to such date as they may then fix, failing which as the Chairman of the Joint Board or, in his or her absence, the Vice-Chairman, may thereafter fix.
- (3) A motion for the adjournment of the meeting may be made at any time (not being in the course of a speech) and shall have precedence over all other motions. It shall be moved and seconded without discussion, and shall forthwith be put to the meeting.

#### Reception of Deputations

16. (1) All applications requesting the Joint Board to receive a deputation shall be in writing, duly signed, addressed and, where possible, delivered to the Clerk at least five clear working days prior to the date of the meeting at which the subject may be considered. Any later requests for deputations to be received shall be reported to the meeting and shall be dealt with in accordance with the provisions of the remainder of this Standing Order.
- (2) An application requesting the Joint Board to receive a deputation shall in the first instance be submitted to the Joint Board and the deputation shall, if so resolved, be received and heard by the Joint Board.
- (3) No deputation exceeding ten in number shall be received by the Joint Board.
- (4) Not more than two speakers on any deputation shall be heard, and the time allowed to the deputation for speaking shall not exceed seven minutes except at the discretion of the Chairman.
- (5) Any member of the Joint Board may put any relevant question to the deputation, but no member shall express an opinion upon, nor shall the Joint Board discuss, the subject on which the deputation has been heard, until the deputation has withdrawn.

#### Order of Debate

17. (1) Any member of the Joint Board desiring to speak at any meeting of the Joint Board shall indicate an intention to the Chair and when called upon shall address the Chair, and direct his/her speech:-
- (a) to the matter before the meeting by proposing, seconding, or supporting a motion or any amendment relative thereto;
- (b) to a point of order; or
- (c) to asking a question.

- (2) A member shall not speak supporting a motion or any amendment until the same shall have been seconded.
- (3) Subject to the right of the mover of a motion to reply, a member shall not speak more than once on the same issue at any meeting of the Joint Board, except on a point of order, or with the permission of the Chairman, in explanation or to clear up a misunderstanding in regard to some material part of his/her speech, in which case he/she shall introduce no new matter.
- (4) The mover of an original motion shall have a right of reply, but he/she shall introduce no new matter, and, after he/she has commenced his/her reply, no other member shall speak on the issue except as provided in the immediately preceding paragraph of this Standing Order.

#### **Motions and Amendments**

- 18. (1) The import of all motions and amendments shall be stated immediately on their being proposed to the meeting by the mover before being spoken to.
- (2) All amendments must be relative to the motion and after the first amendment has been voted upon, all subsequent amendments must be substantially different from the first amendment.
- (3) In any case where a motion or an amendment has been duly seconded neither the motion nor the amendment, as the case may be, shall be altered in substance or withdrawn without the consent of a majority of the members present.
- (4) Whenever an amendment upon an original motion has been moved and seconded, no further amendment shall be moved until the result of the first amendment has been determined. If an amendment be rejected, further amendments to the original motion may be moved. If any amendment be carried, such amendment shall take the place of the original motion and shall become the motion upon which any further amendments may be moved.

#### **Closure of Debate**

- 19. A motion that the debate be adjourned, or that the question be now put, may be made at any stage of the debate, (not being in the course of a speech), and such motion, if seconded, shall be the subject of a vote without further debate.

#### **Method of Voting**

- 20. (1) The vote of the Joint Board shall be taken by calling the roll of those present, beginning with the Chairman, and the voting shall be recorded in the minutes.
- (2) After the Chairman or the Clerk has announced the issue on which the vote is to be taken, no member shall interrupt the proceedings in any way whatsoever (except that, in the case where his or her name has not been called, a member may direct attention to the fact and request that his or her name be called) until the result of the division has been intimated.
- (3) A member who is absent from the meeting when his or her name is called in a division shall be entitled to record his or her vote if he or she enters the meeting before the result of the division has been intimated, provided the attention of the Clerk is directed to the return of such member before the result of the division has been intimated.

#### Casting Vote

21. Subject to the provisions of any enactment and of any Statutory Order or Instrument the person presiding at a meeting of the Joint Board shall in the case of an equality of votes have a second or casting vote except where the matter which is the subject of the vote relates to the appointment of a member of the Joint Board to any particular office or Committee, in which case the decision shall be by lot.

#### Points of Order

22. (1) Any member of the Joint Board may, at any meeting of the Joint Board, speak upon a point of order if he or she does so as soon as it arises, and if he or she states that they raise a point of order and forthwith states the point of order.
- (2) The member who is then addressing the Joint Board shall give way to the point of order and the member who raises to the point of order shall, when he/she has concluded, give way to the Chair. No other member shall be entitled to speak to the point of order raised except by permission of the Chairman.
- (3) The Chairman shall thereupon decide the question, and, thereafter, the member who was addressing the Joint Board at the time the point of order was raised shall be entitled (if the ruling permits him or her so to do) to continue to speak, giving effect to the ruling of the Chairman.

#### Questions

23. (1) If any member has a detailed question for officers relating to any item to be considered by the Joint Board they should approach the Clerk in advance and seek an answer before the Board meeting.
- (2) At any Board meeting any member may put a question to the Chair relative to any matter under consideration.

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#### Inclusion of Business on Joint Board Agenda at the Request of Members

243. Subject to the provisions of the 1973 Act any member of the Joint Board who wishes brought before the Joint Board any matter which can be competently considered thereby, shall submit to the Clerk a detailed written statement and notice of the matter not later than five clear working days before the issue of the agenda and papers to members in order that the Clerk in terms of sections 50B, 50C and 50F of the 1973 Act may determine whether exempt information as included in Schedule 7A to the said Act is likely to be disclosed. A member whose item is included on an agenda in terms of this Standing Order shall, when that item is rendered, be called upon to speak first.

#### Alteration or Revocation of Previous Resolution

254. (1) Subject to the provisions of paragraph (2) of this Standing Order, no resolution of the Joint Board shall be altered or revoked except by a subsequent resolution made by the Joint Board and arising from a recommendation, involving alteration or revocation, approved by a majority of the members present at a meeting of the Joint Board. Provided that no resolution shall be altered or revoked within six months of its adoption.
- (2) The alteration or revocation of any resolution of the Joint Board shall not affect or prejudice any proceedings, action, or liability competently done or undertaken under any such resolution prior to its alteration or revocation.

#### Members Declaring Interests at Meetings

26. In terms of the Councillors' Code, it is the responsibility of members to make decisions about whether to declare an interest in any item on an agenda and whether to take part in any discussion or voting. This includes all interests whether or not entered in the Register of Interests which might be perceived as influencing an elected member's opinion / vote on any

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matter.

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**Admission of Press and Public**

275. (1) Subject to paragraphs (2) and (3) of this Standing Order, every meeting of the Joint Board shall be open to the public and press.
- (2) The public and press shall be excluded from any meeting of the Joint Board during consideration of an item of business whenever it is likely, in view of the nature of the business, that, if they were present, information would be disclosed which was confidential in terms of Part IIIA of the 1973 Act.

- (3) The Joint Board may, by resolution, exclude the public and press from any meeting of the Joint Board during consideration of an item of business whenever it is likely, in view of the nature of the business, that, if they were present, information would be disclosed which falls within one or more of the categories of exempt information in terms of Part IIIA of the 1973 Act.
- (4) A resolution under paragraph 3 of this Standing Order shall:-
  - (a) identify the proceedings or the part of the proceedings to which it applies; and
  - (b) state, in terms of the Act the category or categories of exempt information concerned.

**Suspension of Standing Orders**

286. It shall be competent, subject to the provisions of Standing Order 35(2), for a member of the Joint Board at any time to move the suspension of any Standing Order as far as applicable which motion shall without any discussion be moved and seconded and be put to the meeting, and the motion shall be held to be carried if supported by a simple majority of those present and voting.

**The Ethical Standards in Public Life Etc (Scotland) Act 2000**

297. All members of the Joint Board shall be guided by the provisions of the Code of Conduct for Councillors.

**Annual Accounts of the Board**

30. *The Treasurer shall submit to the Board not later than the 30 June of each year, an Abstract of Accounts for the previous financial year. The audited copy of the Abstract, together with the Audit Report, shall be laid before a meeting of the Board held not later than three months after receipt of the certification.*

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**Schemes of Administration for Tender Procedures, Financial Regulations and Delegated Powers**

- 31. (1) The Clerk shall prepare and submit to the Joint Board a Scheme of Administration on Tender Procedures and such procedures, once approved and adopted by the Joint Board, shall be observed by all members and officers of the Board. Any revisions or alterations to the said Tender Procedures shall require to be approved by the Joint Board.
- (2) The Treasurer shall prepare and submit to the Joint Board a Scheme of Administration on Financial Regulations and such Regulations, once approved and adopted by the Joint Board, shall be observed by all members and officers of the Board. Any revisions or alterations to the said Financial Regulations shall require to be approved by the Joint Board.
- (3) The Clerk shall prepare and maintain a Scheme of Administration on Delegated Powers recording all powers delegated to officers as required by Section 50G(2) of the Local Government (Scotland) Act 1973. As and when any powers are so delegated by the Joint Board, or when any such delegated powers are altered or withdrawn by the Board, the Clerk will make an appropriate amendment to the Scheme of Administration on Delegated Powers.

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**Corporate Governance**

32. The Board shall operate in accordance with the principles of the CIPFA / SOLACE Delivering Good Governance in Local Government Framework.

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**PART II****CONSTITUTION, MEETINGS AND PROCEEDINGS OF SUB-COMMITTEES**

These Standing Orders shall also apply, so far as relevant, to Sub-Committees.

**Appointment of Sub-Committees**

3228. The Joint Board may, as they shall deem necessary from time to time, appoint Sub-Committees for the fulfilment of any of the functions of the Joint Board and shall at the first meeting following an election appoint the Standing Sub-Committees hereinafter mentioned for the performance of the functions referred or delegated to such Sub-Committees in pursuance of these Standing Orders or of any Act of Parliament or Statutory Order, Instrument or Scheme.

**Standing Sub-Committees and Sub-Committees' Constitution**

3329. The Constitution of Standing Sub-Committees shall, so far as is practicable, reflect the geographical balance of the Joint Board's membership.

**Appeals Sub-Committee** - the Chairman, Vice-Chairman and one other member of the Joint Board.

**Miscellaneous Sub-Committee** - one member from Dundee City Council; one member from Fife Council; and one other member, none of these to be members of the Appeal Committee, as detailed above.

**Membership of Sub-Committees**

349. With regard to the allocation of places on Sub-Committees they shall be fixed at the first meeting following the election and may be amended at any meeting of the Joint Board so long as approved by a simple majority of those present and voting.



**Appointment of Chairman**

354. (1) The Chairman shall be ex-officio Chairman of the Appeals Sub-Committee.
- (2) The Chairman of Miscellaneous Sub-Committee shall be appointed at the first meeting following the election.
- (3) In the absence of the Chairman of a Sub-Committee the Chairman shall be elected by a majority of those present.

**Reference to Sub-Committees**

362. Subject to the terms of Standing Order 35(2) and to the provisions of any enactment and of any Statutory Order, Instrument, or Scheme, the functions of the Joint Board shall stand referred to the various Standing Sub-Committees in accordance with the Terms of Reference detailed below:-

**Appeals Sub-Committee of the Tay Road Bridge Joint Board**

To deal with staff grievance and disciplinary matters and regrading appeals.

**Miscellaneous Sub-Committee of the Tay Road Bridge Joint Board**

To deal with miscellaneous matters such as regradings and certain types of disciplinary matters which are outwith the jurisdiction of the Bridge Manager.

**Delegation to Sub-Committees**

373. Subject to the provisions of any enactment and of any Statutory Order, Instrument, or Scheme, the Joint Board may at any time delegate any function to a Sub-Committee or a Principal Officer of the Joint Board.

**Quorum of Sub-Committees**

384. Unless otherwise stipulated by the Joint Board the quorum of all Sub-Committees shall be three.

**PART III**

**REVISION OF STANDING ORDERS**

369. (1) Subject to the terms of any enactment and of any Standing Order, Instrument or Scheme, the foregoing Standing Orders may be altered or revoked at any ordinary meeting of the Joint Board, if the motion for alteration or revocation is supported by a majority of the Joint Board present and voting.
- (2) The preceding paragraph of this Standing Order shall not apply to these Standing Orders or portions thereof which incorporate the provisions of Statutes or of Statutory Orders or Instruments which cannot be altered or revoked by the Joint Board.





Tay Road Bridge

## TAY ROAD BRIDGE JOINT BOARD

### Scheme of Delegation

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Prepared by:	Alan Hutchison
Reviewed by:	Kenny McKaig (Clerk Representative, DCC)

Document Reference:	<b>TRB 12 rev 0</b>
Approved for Issue:	<b>TRBJB Board at March September 2018<del>5</del></b>
Date: <del>25 January 2018</del> <del>October 2015</del>	Bridge Manager

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**TAY ROAD BRIDGE JOINT BOARD**

**SCHEME OF DELEGATION**

### SCHEME OF DELEGATION - TAY ROAD BRIDGE JOINT BOARD

The following officers shall have delegated authority from the Board, as follows:-

#### THE TREASURER

1. Authority to provide advice to the Board on the formulation of policies and strategies in respect of financial matters.
2. Authority to prepare an Annual Unaudited Statement of Accounts and thereafter submit to the Board an Annual Report and Accounts including an audit certificate.
3. Authority to prepare the Board's annual and three year Capital and Revenue Budgets, in conjunction with the Bridge Manager and the Engineer to the Board.
4. Authority to monitor and regulate the Board's Annual Revenue and Capital Budgets.
5. Authority to determine and operate the Board's accounting policies, procedures and records.
6. Authority to liaise with the Board's External Auditors.
7. Authority to write off miscellaneous debts subject to all possible measures to effect collection having been exhausted.
8. Authority to make the necessary arrangements for the Board's banking requirements and their operation thereafter.
9. Authority to order cheques and national giro payment forms and to arrange for their safe custody.
10. Authority to authorise bank transfers and to sign cheques and giro's on the Board's accounts.
11. Authority to manage the Board's borrowing and lending arrangements in accordance with the Tay Road Bridge Order Confirmation Act 1991.
12. Authority to ensure an effective Internal Audit function is available to the Board and ensure that appropriate systems of Internal control are established and maintained.
13. Authority to enter Board premises or property and to access all records, computer files and other documents and correspondence on financial matters. In so doing ~~they he or she~~ may require and receive explanations and answers relating to the matter under examination and require employees to produce cash stores or other property under their control. The Treasurer ~~Director of Finance~~ may delegate this authority to any member of staff he or she thinks fit.
14. Authority to approve or prescribe the form of time records, pay documents, receipt forms, books and tickets etc.
15. Authority to pay all sums due to creditors subject to the certification and authorisation of appropriate Officers.
16. Authority to take all necessary steps to ensure risks of loss, damage or injury emanating from the Board's functions are properly managed and, where considered necessary, insured against.
17. Authority to provide financial advice regarding the status of companies to be included on the Board's Standing List of Contractors as maintained by Dundee City Council.
18. Authority to submit all financial returns on behalf of the Board.
19. Authority to act as Proper Officer for the purposes of Section 95 of the Local Government (Scotland) Act 1973 (proper administration of financial affairs).
20. Authority to prepare and maintain a Scheme of Administration on Financial Regulations.

21. Authority to monitor and enforce the Board's Financial Regulations.
22. Authority to approve the voluntary retirement of employees without enhancement.
23. Authority to accept external grants on behalf of the Board.
24. Authority to manage the Board's reserves and balances in accordance with the agreed protocol and any other relevant guidance.

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**THE CLERK**

1. Authority to affix the common seal of the Board to any deed or other document to which the Board is a party.
2. Authority to appoint Counsel.
3. Authority to appoint external legal advisers.
4. Authority to defend legal actions raised against the Board.
5. Authority to take necessary action for the recovery of monies due to the Board.
6. Authority to raise, defend and settle legal claims in the Board's best interests.
7. Authority to conclude missives and settle conveyancing transactions.
8. Authority to instruct searches in Property, Personal and Charges Registers.
9. Authority to appoint Sheriff Officers when required.
10. Authority to sign wayleave consents.
11. Authority to deal with all matters relevant to the Data Protection Act on behalf of the Board.
12. Authority to make Temporary Traffic Orders.
13. Authority to open tenders in the absence of the Chairman or Vice Chairman.
14. Authority for the Clerk to act on urgent matters which may arise between meetings in consultation with the Chairperson and Vice Chairperson subject to a report being submitted for information to the next appropriate meeting of the Board.
154. Authority to operate the Board's Tendering Procedures, including signing of acceptance letters / contracts on behalf of the Board.
165. Authority to enforce the Board's Standing Orders and agenda preparation procedures.
176. Authority to prepare a Scheme of Administration on Tender Procedures.
187. Authority to prepare a Scheme of Administration on Delegated Powers.

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**THE BRIDGE MANAGER**

1. Authority to manage and deliver services in accordance with the Board's priorities subject to compliance with the Board's Standing Orders, Tender Procedures and Financial Regulations.
2. Authority to incur expenditure within the approved budget and subject to the Board's Human Resources policies, Financial Regulations and Tendering Procedures.
34. Authority to appoint permanent staff so long as such appointments are within the approved establishment and approved Revenue Budget.
42. Authority to appoint temporary staff so long as such appointments are within the approved Revenue Budget.
53. Authority to develop training plans and authorise any member of staff to attend appropriate training courses or conferences ~~or courses~~ within the United Kingdom relating to the duties of such member of staff provided expenditure is within the approved Revenue Budget.
64. Authority to take disciplinary action as appropriate, in accordance with the Board's agreed Disciplinary Procedures, including dismissal.

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- | 75. Authority to grant paid compassionate leave or unpaid special leave of absence to any employee of the Board.
- | 86. Authority to authorise the temporary use of Board land and property by outside parties subject to the Board's legal and insurance requirements being met.
- | 97. Authority to order emergency works in relation to the operation and maintenance of the bridge up to the value of £50,000 subject to consultation with the Engineer as necessary, advising the Chairman and reporting to the Board as soon as possible thereafter.
- | 108. Authority to order works in addition to the Revenue and Capital budgets to the value of £10,000 subject to consultation with the Treasurer, and advising the Chairman and reporting to the Board as soon as possible thereafter.

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119. Authority to select appropriate contractors for tendering for works from the Board's Standing List of Contractors in consultation with the Clerk and the Treasurer.
120. Authority to appoint external consultants to advise on technical matters affecting the operation and maintenance of the bridge in consultation with the Clerk and the Treasurer.
13. Authority to make arrangements for the disposal of surplus assets valued at less than £10,000.
14. Authority to take all necessary steps to ensure risks of loss, damage or injury emanating from Board service provision are properly managed and, where considered necessary, insured against.
15. Ensure that all FOISA procedures and guidance are adhered to and FOISA compliance is monitored.

#### THE ENGINEER

1. To advise on and conduct general principal and special inspections of bridge structures.
2. To provide advice to the Board on the formulation of policy and strategies with regard to all major engineering works.
3. Authority to maintain a standing list of contractors in consultation with the Bridge Manager and Treasurer.
4. Authority to provide technical advice in consultation with the Bridge Manager on companies seeking to be included on the Board's Standing List of Contractors as maintained by Dundee City Council.
5. Authority to select appropriate contractors for tendering for works from the Board's Standing List of Contractors in consultation with the Clerk and the Treasurer.
6. Authority to appoint external consultants to advise on technical matters affecting the bridge structure in consultation with the Clerk and the Treasurer.
7. Authority to order emergency works in relation to matters affecting the bridge structure up to the value of £50,000 subject to consultation with the Bridge Manager as necessary, advising the Chairman and reporting to the Board as soon as possible thereafter.



Tay Road Bridge

## TAY ROAD BRIDGE JOINT BOARD

### Tender Procedures

Prepared by:	N/A
Reviewed by:	N/A

Document Reference:	<b>TRB 15 rev 0</b>
Approved for Issue:	<b>Alan Hutchison</b>
Date: <del>25 January 2018</del> February 2015	Bridge Manager

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**TAY ROAD BRIDGE JOINT BOARD**

**TENDER PROCEDURES**

**TAY ROAD BRIDGE JOINT BOARD  
TENDER PROCEDURES**

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## 1 COMMENCEMENT/OBJECTIVES

1.1 These tender procedures shall apply and have effect on and from 6<sup>th</sup> March, 2018~~4~~ and may be altered or revoked by the Tay Road Bridge Joint Board at any ordinary meeting provided such proposals are supported by a majority of the Board present and voting.

1.2 The objectives of the Board's tendering procedures includes:-

- To obtain a high quality of goods, services and works;
- To obtain a competitive price for those goods, services and works;
- To give guidance to and support for decisions taken;
- To give suppliers a fair chance to provide those goods, services and works;
- To assist in the promotion of the protection of the environment and equal opportunities;
- To be practical and efficient given the type and size of the Board's functions;
- To ensure the operational requirements of the Bridge are met.

The underlying spirit of the procedures is to provide openness, accountability and Best Value in the Board's procurement of goods, services and works. It should be recognised that Best Value entails a balance of price and quality and that it will not necessarily be the lowest tenderer which provides best value. However, in all cases where the lowest tenderer is not successful, the reasons therefor shall be stated in the Board's own Tender Register. In all cases, feedback will be sent to the successful and unsuccessful offerers.

## 2 FINANCIAL REGULATIONS

2.1 The financial arrangements shall be governed by the Board's Financial Regulations which may be altered or revoked by the Board at any ordinary meeting provided such proposals are supported by a majority of the Board present and voting.

## 3 INVITATION OF TENDERS FOR GOODS AND SERVICES ETC

Subject to the following regulations,

3.1 Where any goods, services or works are required, and are in excess of £50,000 in value, tenders shall be invited or a procurement compliant framework shall be utilised unless the Clerk in any particular case, because of special circumstances, which shall be recorded in the Board's Tender Register decides that would not be justified or appropriate in the particular case. All such offers, by tender or otherwise, shall be reported to the Joint Board for approval.

3.2 Where any goods, services or works ~~are between £25,000 and below~~ £50,000 in value are required, tenders shall be invited or a procurement compliant framework shall be utilised unless the Clerk in any particular case, because of special circumstances ~~which shall be recorded in the Board's Tender Register~~, decides that would not be justified or appropriate in that particular case. All such offers, by tender or otherwise, need not be submitted to the Joint Board for approval if specific provision has been made in the approved estimates, the Clerk to accept the most advantageous offer. If specific provision has not been made in the approved estimates, all such offers, by tender or otherwise, shall be reported to the Joint Board for approval.

3.3 Notwithstanding the terms of paragraph 3.2 above, ~~w~~Where the ~~items goods, services or~~ works to be purchased ~~procured~~ are below ~~between~~ £10,000 and ~~£25,000~~ in value, it shall be in order for the tender procedure as outlined herein to be dispensed with; provided that the items are not part of a series of purchases; the aggregate cost of which, would exceed EU Public Procurement Threshold levels. However, at least three competitive quotations should be obtained, unless otherwise directed by the Clerk ~~appropriate officer~~ with the most advantageous quotation being accepted direct by the Clerk. ~~If for any good and substantial reason three competitive quotations cannot be obtained, the reasons therefor should be recorded in the Board's Quotations Register along with the Clerk's approval. All quotations should be returned to the Clerk for recording in accordance with Regulation 5.~~

3.4 Where the goods, services works or utilities are £10,000 or less in value quotations should be obtained in accordance with the Board's Office Procedures the most advantageous quotation being accepted by the officer concerned.

- 3.45 In these tender procedures, all thresholds are exclusive of VAT.
- 3.56 Any officer of the Board requiring tenders to be invited shall, advise the Clerk of the particular requirements; -and
- (a) Ensure that any requirements of the Public Contracts (Scotland) Regulations and any legislation amending, consolidating, or substituting these regulations are met:-
- (b) Allocate a title (eg Equipment) and serial number to that contract. The serial number shall comprise the Board's code for the purposes of the tendering procedure ie Board, the year in which the tenders are being invited (or the year the project is initiated) and the particular number allocated to that contract. Thus if, for example, the Bridge Manager is inviting tenders for the twentieth contract in the year 2018~~2~~ the serial number of that contract shall be TRB/18~~2~~/20.
- (c) In order to advertise the contract on behalf of the Board, officers must:-
- i) Register on the National Advertising Portal – Public Contracts Scotland; and
- ii) Advertise the invitation of bids or quotations through the Portal.
- Officers must complete the appropriate training to allow them to invite tenders and enter into contracts on behalf of the Board.
- (ed) ~~Forward all press advertisements inviting tenders to the Clerk for insertion in the press and in addition, advise the Clerk in writing of the details of the contract and the closing date for submission of offers. The latter shall include the appropriate serial number of the contract, the estimated value of the contract, and the Board Report approving the works. If in any instance selected tenderers are invited to tender by letter and there is no public advertisement of the proposed contract, the same information shall be forwarded to the Clerk.~~
- (ed) ~~All~~Any additional press advertisements inviting tenders must contain the following information "Sealed offers using the official label issued and endorsed (insert the title of the particular contract) must be lodged with the Clerk, Tay Road Bridge Joint Board, 21 City Square, Dundee, DD1 3BY on or before 10.00 am on \_\_\_\_\_ . Failure to use the official label in the manner prescribed may at the discretion of the Board, result in the offer not being considered. The label must be affixed to the front of the envelope." In instances where there is no public notice and Invitations are sent to selected tenderers, then the foregoing information must be included in the invitation.
- (fe) The official labels referred to immediately above shall be issued to all inquirers and selected tenderers with tender documents. Before issuing a label it shall be completed to show the title and serial number of the particular contract and the closing date for the lodging of tenders.
- (gf) Contract documents issued shall, where necessary, include reference to the undernoted:-
- (i) Contract documents issued by and contracts made with the Board in connection with the execution of the works to the value of -£1 million or above shall provide that the Contractor shall be required to enter into a Bond with a Bank or Insurance Company for a sum equal to 10% of the contract sum for the due performance of the contract or such other sum as is stipulated by the Treasurer and/or in such circumstances as the Board may decide a Parent Company Guarantee. The Treasurer must be satisfied of the financial integrity of any Contractor employed by the Board.
- (ii) All contract documents issued by, and all contracts made with the Board in connection with the carrying out of works', procurement of supplies, or the

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provision of services shall provide that the Contractor shall be insured with an approved Insurance Company authorised by the Financial Conduct Authority (FCA) to underwrite Employers Liability, Public Liability, and where required, Professional Indemnity Insurances against liability to work people under statute and at common law, and liability to third parties.

- (iii) Where the Contract with the Board exceeds £50,000, tenderers must provide satisfactory evidence within their tender return that they have adequate Business Continuity arrangements in place to ensure the services provided to the Board can be maintained.

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- (iv) The ~~relevant~~relative policy or policies and premium renewal receipts shall be produced by the Contractor whenever required for inspection by any officer authorised by the Board for that purpose.
- (viii) All contract documents issued by, and all contracts made with the Board shall provide that the Contractor shall observe safe working practices including the requirements of the Construction Design Management (CDM) Regulations where appropriate, whilst working on or within the confines of any Board properties.
- (viiiv) All contract documents issued by, and all contracts made with the Board shall, in appropriate cases, provide that if any provider of services, Contractor or supplier of plant, vehicles, tools, equipment, furnishings, materials or commodities to the Board shall offer or give (either directly or through the medium of any person employed by ~~them~~him or acting on ~~their~~his behalf) any gratuity, bonus, discount, consideration or bribe of any kind whatsoever to any member of the Board or an officer or employee of the Board, the Board may forthwith terminate the contract and may hold that provider, Contractor or supplier (as the case may be) liable for any loss or damage which the Board may therefore sustain.
- (vii) All contract documents issued by and all contracts made with the Board shall provide that the conditions and obligations thereof to be observed by the Contractor shall likewise apply to any sub-contractor and the Contractors shall be responsible for the observance of such conditions by any sub-contractor.
- (vii) All contract documents issued by the Board shall include a questionnaire in terms of Section 18(5) of the Local Government Act 1988 to ascertain whether the requirements of the Race Relations Act 1976 are being met by Contractors.
- (vii) ~~{Where tenders or quotations contain the Contractor's own pro forma terms and conditions, these should be taken into account in assessing whether the objectives and underlying spirit of these Procedures have been met.~~

3.67 Officers shall retain until after completion of each contract, a list showing the name and address of each inquirer to whom documents have been issued, allocating to each inquirer an individual number. Before an official label to an inquirer is issued, the number allocated to that inquirer shall be inserted at the end of the serial number on the label, thus for TRB/182/20, the third enquirer for that contract would have the serial number TRB/182/20/3 shown on the label issued to him. This is important since the numbered list shall enable the Clerk to return, unopened, to the appropriate tenderer any tender which is received late.

3.78 Ensure that the closing time for receipt of all tenders to be submitted is fixed at 10.00 am on a weekday excluding public holidays.

3.8 All late tenders shall be returned, if possible, unopened to the tenderer and shall not be reported to the Board or taken into account unless otherwise agreed with the Clerk. In the event of the Clerk accepting such a tender, the reason will be detailed in the Board's Tender Register.

#### 4 OPENING OF TENDERS

4.1 Tenders shall be opened in the offices of the Clerk by the Chairman or Vice-Chairman, or in their absence by the Clerk.

4.2 The person assisting at the opening of tenders shall ensure that the Board's Tender Register is completed in the following manner:-

- (a) The names of all tenderers and the tender amounts shall be listed;

- (b) Where the invitation to tender does not require a specific total to be stated eg "Cost plus" projects etc there should be inserted in the "Tender Amount" column the words "to that effect";
- (c) Uncompleted tender documents returned using the official tender label must also be listed in the Tender Register and the words "No offer" inserted under the Tender Amount. These shall not, however, be included in total of completed tenders received;
- (d) Where tenderers submit alternative tenders for the same project in one envelope these should be entered separately in the Tenders Register with an explanatory note in the Register.
- (ed) Where tenderers submit offers for two or more different contracts in one envelope using the official tender label for one of the contracts, then the Tender Register must again include an explanatory note; and
- (fe) All tenders must be initialled by the person opening them and the Tender Register must be signed by the person opening the tenders and the official receiving them.

#### 5 OPENING AND RECORDING QUOTATIONS

Opening of quotations shall be carried out by the appropriate officer with an appropriate person to assist and witness the opening of quotations. There shall be a separate Quotations Register which shall be kept by the Clerk and the requirements of these Regulations shall apply, with necessary modifications, equally to this Register.

#### 6 PREPARATION OF TENDER REPORTS FOR BOARD APPROVAL AND OFFICER APPROVAL

- 6.1 The officer concerned shall prepare a report on tenders received in all applicable cases for Board approval under paragraphs 3.1 and 3.2.
- 6.2 The report shall include:-
  - (a) Whether the expenditure involved has been approved by the Board under a general or specific heading;
  - (b) A reference to the Minute of Meeting of the Board approving an increase in the probable costs, if appropriate;
  - (c) In the case of Capital projects, details of any revenue implications; -and
  - (d) Details, if any, of sub-contractors proposed by the Contractor.
- 6.3 For reports on contracts where paragraph 3.2 applies and where specific provision has been made in the approved estimates, the following procedures shall be followed:-
  - (a) The officer concerned shall prepare a report, in terms of paragraph 6.2 above, for officer approval and shall submit to the Clerk the report together with the offer recommended for acceptance.
  - (b) The Clerk shall thereafter submit the report to the Treasurer for approval or otherwise.
  - (c) At the same time as (b) above, an acceptance letter shall be prepared by the Clerk and issued to the officer who assessed the tender documents for initialling and return.
  - (d) The Clerk shall issue the acceptance letter subject to the approval of the Treasurer and a copy of the final dated acceptance forwarded to the relevant officers.
  - (e) The person who assisted in the opening of the tenders shall place a copy of the acceptance together with the tender report and relative correspondence on the Board's Tender Register.

- (f) The person who assisted in the opening of the tenders shall also enter a note in the Board's Tender Register indicating the successful offer and the date the acceptance was issued. In the case of no offer being accepted, a suitable note shall be entered in the Tender Register.

6.4 For reports on contracts above £50,000 (or £25,001 where no specified provision has been made in the estimates) the following procedures shall be followed:-

- (a) The officer concerned shall prepare a report, in terms of paragraphs 6.1 and 6.2 above, for Board approval. In special circumstances with prior Board approval or when agreed with the Clerk, a report may be approved by the Clerk and the Treasurer in consultation with the Chairman and Vice-Chairman.
- (b) On receipt of the finalised copy of the report together with the offer recommended for acceptance, the Clerk shall prepare a draft acceptance letter and issue it to the officer assessing the tender documents for initialling and return.
- (c) The acceptance letter shall be issued by the Clerk subject to Board approval as soon as practically possible and a copy of the final dated acceptance forwarded to relevant officers.
- (d) The person who assisted in the opening of the tenders shall enter a note in the Board's Tender Register showing the date of the Board approval, the successful offer and the date the acceptance was issued. In the case of no offer being accepted, a suitable note shall be entered in the Board's Tender Register.

## 7 APPOINTMENT OF SUB-CONTRACTORS

7.1 ~~The Bridge Manager shall report, for noting, the sub-contractors proposed by a contractor before any contract is entered into with such contractor and also report, for noting, any changes permitted, under the relevant contract, to this list.~~

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## 7.8 ACCEPTANCE OF OFFERS

7.1 Subject to the provision of paragraph 3.4 all acceptance of tenders and quotations shall be signed on behalf of the Board by the Clerk acting as agent for the Board.

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## 9.8 PAYMENTS TO CONTRACTORS

9.1 All contracts for the carrying out of any works or the purchase of services on behalf of the Board or for the supply of any item or utilities to the Board will be ~~recorded~~ entered in a book to be kept by the officer concerned, and such book shall show the amount of each contract, and any payments made to account.

## 10.9 ALTERATIONS TO SPECIFICATIONS

10.1 The specification of any works or services under contract and approved by the Board shall not be altered to any substantial extent without the consent of the Board except in cases of urgency or where the nature of the services or works is such as to require deviation from the specification from time to time, but any such instance shall be reported to the Board.

## 11.9 DETERMINATION OF CONTRACTS AND PLACING OF NEW CONTRACTS

11.1 If for any reason whatsoever the employment of any Contractor or supplier has been terminated, such Contractor or supplier shall not receive any new contract from the Joint Board until such new contract has been approved by the Board.

11.2 While at all times observing the requirements of the relevant legislation, the Board shall whenever possible and commercially viable, seek to maximise the benefits to the local economy of using local companies and local labour.

**124 DISPOSAL OF SURPLUS PLANT, MATERIALS ETC**

- 124.1 All surplus plant, vehicles, tools, equipment, furnishings, materials or commodities valued in excess of £105,000 to be disposed of shall be advertised for sale either by the invitation of sealed offers or by public auction, unless in special circumstances of which the Board shall be the sole judge, it is otherwise decided. The arrangements for the disposal of surplus plant, vehicles, tools, equipment, furnishings, materials or commodities valued at less than £105,000 shall be delegated to the officer concerned.

**132 SELECT TENDER LISTS - CONSTRUCTION CONTRACTS**

132.1 Invitation to tender for construction contracts shall be made to Contractors held on the Select Tender List, managed and controlled by Dundee City Council, unless otherwise approved by the Board.

12.2 New Contractors may be added to the list subject to the normal assessment by the appropriate officers.

**143 ENGAGEMENT OF CONSULTANTS**

143.1 It shall be a condition of the engagement of the services of any private, professional practitioner (not being an officer of the Board) who is to be responsible to the Board for a contract for the execution of works that, in relation to that contract, ~~they~~<sup>she</sup> shall:-

- (i) at any time during the carrying out of the contract, produce, on request, to the appropriate officer, all records maintained in relation to the contract; -and
- (ii) on completion of the contract, transmit all such records to the appropriate officer.

**154 ENGAGEMENT OF DUNDEE CITY COUNCIL STAFF FOR THE PROVISION OF PROFESSIONAL SERVICES**

154.1 Dundee City Council shall supply various professional services to the Board, including:-

- Engineering Services;
- Surveying and Architectural Services;
- ~~Legal Services;~~
- Insurance Services;
- ~~Land and Estates Services;~~
- ~~Information and Communication Technology;~~
- Communications;
- Human Resource Services; and
- Financial Services.

Service Level Agreements shall be drawn up for such individual service provided by the Council to be renewed every three years.

**165 OTHER PROFESSIONAL FEES**

165.1 Professional fees paid to consultants in conjunction with major repairs to the Bridge shall be the subject of these tendering procedures unless the Bridge Manager or Engineer in any particular case because of special circumstances, decides that would not be justified or appropriate in that particular case. The reasons for not following these procedures in any case shall be recorded in the Board's Tender Register.

**176 MAINTENANCE CONTRACTS**

176.1 The total value of contracts inclusive of any separate maintenance contract costs should be used to calculate the financial thresholds contained herein.

176.2 When appropriate, maintenance contracts should be considered in conjunction with the procurement of the associated assets and viewed in light of the objectives and underlying spirit of these Regulations.

**187 TIE-INS / NEGOTIATED PRICES**

187.1 In all cases where there is a "tie-in" to a supplier, or if a project is being completed in phases and negotiated prices are being obtained, the fact of this and the reasons therefor shall be recorded by the appropriate officer in the Board's Tender Register along with the Clerk's reason for disapplying the requirements for Tenders, where applicable.

| **198 UTILITIES**

| 198.1 The nature of the Board's functions and the need for reliable services from the suppliers of utilities means that the normal tendering procedures contained herein do not apply. However, there shall be a review of prices every two years.

| **2049 REPEAT ORDERS**

| 2049.1 Where items are subject to repeat orders bi-annual reviews of prices shall be carried out.

| -75th March, 20184







Tay Road Bridge

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**TAY ROAD BRIDGE JOINT BOARD**

**FINANCIAL REGULATIONS**

**March 2018.**

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**TAY ROAD BRIDGE JOINT BOARD**  
**FINANCIAL REGULATIONS**

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## FOREWORD

Tay Road Bridge Joint Board (the Board) has a commitment to demonstrate effective stewardship of public money and reassurance through transparent accounting practices and robust financial controls. The Financial Regulations form an integral part of the financial stewardship and corporate governance of the Board.

The main objectives of these Financial Regulations are to provide a formal document of the framework within which the Financial Administration of the Board is to be conducted and to outline the areas where financial controls should be operated. Balanced against these objectives, it is recognised that the Financial Regulations must be relevant to the needs of users and provide practical guidance.

The Financial Regulations have been written with the above in mind and are intended to provide information and guidance on the key areas of financial control which will assist both Board members and the Tay Road Bridge Joint Board staff and officials in carrying out their duties.

A brief summary of and hyperlinks to the associated codes, procedure manuals and documents is included at the end of this document.

## 1 INTRODUCTION

- 1.1 The Treasurer is appointed under Paragraph 5 of the Schedule to the Tay Road Bridge Order eConfirmation Act 1991 and shall be responsible for the financial affairs of the Board.
- 1.2 The Treasurer shall determine the system of accounting control and form of accounts and supporting records and ensure that the accounts and records are kept up to date.
- 1.3 The Treasurer shall report to the Board with respect to the level of financial resources proposed to be utilised in each financial year by the Board and shall keep it informed as to the detailed administration and application of such resources.
- 1.4 The Treasurer shall be entitled to report upon financial implications of any matter coming before the Board. To allow the Treasurer to fulfill ~~their~~his/her obligation, the Bridge Manager, Clerk, Engineer and any other staff of the Board, will consult with the Treasurer on all matters with a potential financial implication which are likely to result in a report to the Board.
- 1.5 The Board shall at all times endeavour to secure the best value for the money it spends and encourage the use of the best management techniques.
- 1.6 The Board, ~~the Bridge Board Officers~~ and the Bridge Staff shall observe the Board's Financial Regulations in relation to expenditure, income, assets, etc falling within their sphere of responsibility. Each member of the Board and every member of staff of the Bridge shall have a responsibility to bring immediately to the notice of the Treasurer any suspected irregularity in regard to cash, stores, assets, other property or contract of the Board or any other related matter concerning the contravention of the Board's Financial Regulations.
- 1.7 The Financial Regulations may be altered or revoked by the Board at any ordinary meeting provided such proposals are supported by a majority of the Board present and voting.
- 1.8 Although the Bridge Manager, Engineer and Treasurer are ultimately responsible for ensuring that their duties laid down in the Financial Regulations are fulfilled, in practice, it is acknowledged that some of the duties will be delegated to be undertaken by members of their respective staff within Dundee City Council and the Bridge Board.
- 1.9 The Treasurer is responsible for ensuring that financial systems exist to ensure proper financial control is exercised. The Treasurer is also responsible for ensuring that financial management systems exist to enable other Bridge Board officers to make informed financial decisions, and take corrective action to deal with under or overspending, in order to achieve value for money and best value.

## 2 REVENUE BUDGET

- 2.1 The detailed form of the Revenue Budget shall be determined by the Treasurer in accordance with the general directions of the Board.
- 2.2 The Bridge Manager shall prepare ~~a three yearly annual~~ Revenue Budget estimates of income and expenditure ~~on revenue accounts~~ and shall provide the Treasurer with all necessary information regarding requirements on a timeous basis.
- 2.3 Decisions relating to the Revenue Budget shall be taken by the Board. The Treasurer shall ~~review the draft Revenue Budget and submit the draft Revenue Budget a report~~

to the Board for detailed consideration in light of any relevant decisions of the Board.

- 2.4 All reports which have revenue expenditure implications must be discussed with the Treasurer prior to submission to the Board. Any observations on such reports by the Treasurer shall be incorporated into the report.

### 3 CAPITAL BUDGET

- 3.1 The detailed form of the Capital Budget shall be determined by the Treasurer in accordance with the general directions of the Board.

- 3.2 The Bridge Manager and the Engineer and Bridge Manager shall jointly prepare long-term Capital Plans and a medium-term three 3-yearly Capital Budget of estimates of capital expenditure and income and shall provide the Treasurer with all necessary information regarding requirements on a timeous basis. This will include information on how the Capital Budget will be financed from either:-

- Grant funding;
- Borrowing;
- Capital receipts; or
- Combination of any of the above.

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- 3.3 The Treasurer shall submit ~~a report~~ the draft medium-term Capital Budget to the Board which will detail the Bridge Board's proposed capital programme and how it is to be financed.

- 3.4 The Bridge Manager and the Engineer shall not incur Capital expenditure which has not been included in the Capital Budget, without prior approval from the Treasurer. All reports seeking approval for capital expenditure must be discussed with the Treasurer prior to submission to the Board.

- 3.5 No tender will be invited for an individual project estimated to cost over £50,000 unless and until the project has been subject to a report to the Board. The report will include a financial appraisal of all additional revenue and capital costs and any resultant savings.

- 3.6 No capital expenditure shall be incurred until any consents required by statute or by statutory orders or instruments have been obtained or regulations prescribed by the Scottish Government.

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- 3.7 The Bridge Manager and the Engineer are authorised, in emergency situations, subject to advising the Chairperson and Vice Chair, consulting with the Treasurer and Engineer and reporting to the Board as soon as possible thereafter, to order works in relation to the operation and maintenance of the bridge up to the value of £50,000.

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### 4 EXPENDITURE MONITORING

- 4.1 The primary responsibility for detailed monitoring and control of the Board's revenue and capital expenditure lies with the Bridge Manager.

- 4.2 Revenue and Capital expenditure shall be restricted to that included in the appropriate Budget, unless proposals for additional expenditure have been approved by the Board.

- 4.3 ~~The Bridge Manager and Engineer are authorised, in emergency situations, subject~~

~~to advising the Chairperson and Vice Chair, consulting with the Treasurer and Engineer and reporting to the Board as soon as possible thereafter, to order works in relation to the operation and maintenance of the bridge up to the value of £50,000.~~

4.34 The Treasurer shall furnish the Bridge Manager and the Engineer with periodical statements of income, expenditure and commitments under each approved budget head and such other relevant information as they require. It will however, be the responsibility of the Bridge Manager to ensure that they have all the relevant financial information to control the actual expenditure and income against the relevant budget.

4.4 The Treasurer has a responsibility to ensure that revenue and capital monitoring by the Bridge Manager and Engineer is carried out and that relevant financial information is provided in a format and within a timetable suitable to allow such monitoring.

4.5 The Treasurer shall report periodically to the Board on its actual and projected revenue and capital expenditure and income for each financial year, vis-à-vis projected outturns.

## 5 VIREMENT

5.1 Virement may be employed as a means of funding desirable or essential expenditure through identified budget underspendings. Virements may only be applied in respect of material values and subject to the agreement of the Treasurer. It should be noted, however, that no virement proposals should be used to finance a change to existing Board policy without the agreement of the Board. Virement proposals should not add to the permanent staffing establishment of the Bridge Board without the agreement of the Board. No Revenue Budget virement proposals may be made for Capital Funded from Current Revenue (CFCR) or Capital Budget (subject to paragraph 4.2).

5.2 The Bridge Manager may vire revenue and capital funds below £10,000 without seeking the prior approval of the Board, but after consulting with the Treasurer. The effect of any such virements will be reflected in the Monitoring report to the following Board meeting.

5.3 Virements above £10,000 must be approved by the Board.

5.4 All virement proposals should be notified to the Treasurer, who will monitor the overall use of virement and its effect on Budget performance.

5.5 The Bridge Manager shall consider the implications on future years' budgets when proposing to vire funds to finance expenditure which have ongoing revenue implications. ~~has implications beyond the current financial year.~~

## 6 REVENUE FINANCING

6.1 Under Section 70 of the Transport (Scotland) Act 2001, Scottish Ministers offer annual Grant-in-Aid in order to fund and support delivery of the Bridge Board's core operating costs and additional revenue expenditure programme. The Treasurer shall ensure that relevant financial information is provided in a format and within a timetable suitable to inform Ministers' decisions.

## 7 CAPITAL FINANCING

7.1 Under Section 70 of the Transport (Scotland) Act 2001, Scottish Ministers offer annual Grant-in-Aid in order to fund and support delivery of the Bridge Board's capital programme. —The Treasurer shall ensure that relevant financial information is provided in a format and within a timetable suitable to inform Ministers' decisions.

The Treasurer shall submit to Transport Scotland information relating to Capital projects explaining:

- the purpose of and reasons for the timing of individual projects.
- the effects and risks of not receiving the funding for specific projects.
- the minimum funding that is required to fulfill the statutory duty of ensuring the bridge is operated safely, effectively, and cost efficiently.
- the outcomes that will be achieved as a result of the specific capital spend.
- the potential to re-profile expenditure over a longer period or defer some projects.

7.2 If necessary, the Treasurer will also borrow sufficient funds to meet the approved capital expenditure, and will ensure that the amounts borrowed are written off over the useful life of the assets. The Treasurer will maintain, for audit purposes, appropriate records ~~advances~~ ~~registers~~ showing the amount borrowed and the amount repaid each financial year.

7.3 ~~The Treasurer shall adhere to~~ ~~the~~ Code of Practice on Local Authority Accounting in Great Britain which requires the Board to adopt a system of accounting for capital assets. The arrangements will be based upon generally accepted accounting practice and practicality.

## 8 ACCOUNTING

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8.1 Under Section 12 of the Local Government in Scotland Act 2003, the Board has a statutory duty to observe proper accounting practice. All accounting procedures and records of the Bridge Board shall be determined by the Treasurer and all accounts and accounting records of the Bridge Board shall be compiled by the Treasurer or under their ~~his~~ ~~her~~ direction.

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8.2 The following principles should be observed in the allocation of accounting duties:-

- a Duties of providing information regarding sums due to or from the Board and of calculating, checking and recording these sums, shall be separated as completely as possible from the duty of collecting or disbursing them.
- b Officers charged with the duties of examining and checking the accounts of cash transactions shall not themselves be engaged in any of these transactions.

8.3 The Board is required to prepare Annual Accounts by the Local Authority Accounts (Scotland) Regulations 2014. The Treasurer shall be responsible for the compilation of an abstract of accounts in accordance with the requirements of the CIPFA/LAA(S)AC Code of Practice on Local Authority Accounting in Great Britain. The Treasurer shall submit to the Board and to the Controller of Audit, not later than the 30 June of each year, copies of an a-draft Abstract of Accounts for the previous financial year. ~~The Treasurer shall ensure that~~ ~~the~~ audited copy of the abstract, together with the audit report, shall be laid before a meeting of the Board not later than three months after receipt of the audit certificate.

## 9 INTERNAL AUDIT

9.1 Internal Audit is an assurance function that provides an independent and objective opinion to the organisation on the control environment by evaluating its effectiveness



in achieving the organisation's objectives. The control environment comprises the systems of governance, risk management and internal control. The remit of the service is to objectively examine, evaluate and report on the adequacy of internal control as a contribution to the proper, economic, efficient and effective use of resources throughout the Board's activities. The continuous internal audit under the independent control and direction of the Treasurer shall be arranged to carry out an examination of accounting and financial operations of the Board, and to ensure an adequate internal control function is in place as a contribution to the proper, economic, efficient and effective use of resources throughout the Board's activities.

- 9.2 The existence of Internal Audit does not diminish the responsibility of management to establish the extent of internal control in the Bridge Board's systems and management should not depend on Internal Audit as a substitute for effective controls.
- 9.3 Given that the scope of Internal Audit work covers the Board's entire control environment, The role of Internal Audit is to understand the key risks faced by the Board and to examine and evaluate the adequacy and effectiveness of the system of risk management and internal control as operated by the Board. Internal Audit has is required to have unrestricted access to all activities undertaken within the organisation records, assets, personnel and premises and the authority to obtain such information and explanations it considers necessary to discharge its responsibilities.
- 9.4 The primary purpose of Internal Audit reporting is to communicate to management and Board Members information that provides an independent and objective opinion on the control environment and risk exposure and to prompt management to implement the agreed actions. The key stages within the reporting cycle are summarised below:-

- All draft Internal Audit reports shall be submitted to the Bridge Manager in order to provide formal management responses to points arising. A copy of the draft report will also be circulated for information to the Treasurer and any other party as deemed appropriate.
- The All finalised Internal Audit reports which incorporate includes the management responses to the points arising will be issued to the Bridge Manager who has responsibility for ensuring the action plan is implemented within the agreed time frame. A copy of the finalised report will also be issued, for information to the Treasurer, the Board's External Auditor and any other relevant party.
- All reports from either the Internal Auditor or External Auditor shall be submitted to the Bridge Board for its consideration.

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- 9.5 The Treasurer or any member of their/his/her staff shall have access at all times to the books, accounts, invoices and other documents and records relating to the income and expenditure of the Board and shall be entitled to call for such explanations and background reports as deemed necessary. This level of access will also be made available to the Board's Internal Audit provider.
- 9.6 The Board's Fraud Guidelines detail the approach and procedures in relation to the investigation of fraudulent activities. A summary of the key points within the Fraud Guidelines are provided below:-

- Managing the risk of fraud, corruption and bribery is the responsibility of management. It is therefore a management responsibility to maintain the internal control system and to ensure that the Board's resources are properly

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applied in a manner and on the activities intended. This includes the responsibility for the prevention and detection of fraud.

- There is a requirement for management and employees to report all cases of suspected fraud, corruption and bribery to Internal Audit, who has a duty to record, monitor and formally report on such matters to the Board's External Auditor.
- As the nature and complexity of fraudulent activities varies considerably, the approach to an investigation will be decided on a case by case basis. The Bridge Manager, Treasurer, Clerk to the Board, Human Resources and the police may be consulted, as deemed appropriate, as to the approach to be adopted.
- It is the responsibility of the Bridge Manager to ensure that the Treasurer and Human Resources are advised of any irregularities.
- It is the responsibility of Internal Audit to advise the Bridge Manager and the Treasurer of any suspected irregularities and provide updates during the investigation as deemed appropriate.

## 10 **BANKING ARRANGEMENTS AND CONTROL OF FINANCIAL TRANSACTIONSCHEQUES**

- 10.1 All arrangements with the Board's bankers shall be made by the Treasurer who shall operate such banking accounts as the Treasurer may consider necessary. The daily management and operation of accounts shall be the responsibility of the Treasurer.
- 10.2 The Treasurer shall be responsible for arranging any payments through the Bankers Automated Clearing System (BACS) and shall ensure that proper security control procedures are affected and reviewed.
- ~~10.2 The Treasurer shall organise the creation and closure of any account.~~
- 10.3 The Treasurer shall control the issue of cheques and all eCheques on the Board's banking accounts shall be of the facsimile signature of the Treasurer or other authorised signatories approved by the Treasurer. be signed by the Treasurer or one of his/her nominated depute.
- 10.4 All cheques shall be ordered only on the authority of the Treasurer who shall make proper arrangements for their safe custody.
- ~~10.4 The Treasurer shall be responsible for arranging any payments through the Bankers Automated Clearing System (BACS) and shall ensure that proper security control procedures are affected and reviewed.~~

## 11 **ORDERS FOR WORKS, GOODS AND SERVICES**

- 11.1 The Bridge Manager shall be responsible for all orders issued by the Bridge Board and for ensuring that the cost is allocated to an appropriate budget head and covered within the approved estimates, ~~Revenue or Capital.~~
- 11.2 Official orders shall be in a form approved by the Treasurer. ~~Printed or electronic~~ Orders shall be approved only by officers authorised by the Bridge Manager; ~~e~~ Electronically submitted orders shall be issued only by officers authorised by the Bridge Manager. The Bridge Manager shall be responsible for any official orders issued. The number of officers so authorised shall be determined, in agreement, with the Treasurer. A register of authorised signatories should be maintained by the

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Bridge Manager.

- 11.3 Official orders shall be issued for all work, goods or services to be supplied to the Bridge Board except for supplies of public utility services, for periodical payments such as rent and rates, for petty cash purposes or such other exceptions as the Treasurer may approve.
- 11.4 The procedures for obtaining competitive tenders and Board approvals for all supplies and works as detailed in the Board's Tendering Procedures should be followed at all times.
- 11.5 The procedures for managing Contracts and other agreements as detailed in the Board's Contract Management Procedures should be followed at all times.
- 11.6 Guidance issued by the Treasurer under Efficient Government on how Board Officers order and procure goods and services including e-procurement must be adhered to.
- 11.7 Orders and payments by credit card shall be processed in accordance with procedures issued by the Treasurer.

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## 12 PAYMENT OF ACCOUNTS

- 12.1 The Bridge Manager is responsible for ensuring satisfactory systems are in place for the examination, verification and certification of invoices and similarly for any other payment vouchers, documents or accounts arising from sources within theirhis service.
- 12.2 Where possible, arrangements should be made by ~~the~~ Bridge Manager ~~should arrange for~~ the separation of the authorisation of orders as distinct from goods received notes or any other process which involves the certification of invoices. Variations to these arrangements are subject to the approval of the Treasurer. Each goods received note or electronic version should be approved by the appropriate receiving officer and should be authorised by the appropriate authorised signatory. The authorised signatory shall always be different from the receiving officer.
- ~~12.3 Duly certified invoices shall be passed for payment regularly and without delay. Payment should not be made on duplicate invoices, statements or photocopy invoices unless the Bridge Manager certifies in writing that the amount in question has not been previously paid.~~
- 12.34 Before certifying invoices, payment vouchers, goods received notes, documents or accounts the certifying officer shall satisfy himself/herself with regard to:-
- a the receipt of goods being in accordance with the order.
  - b the correctness of prices, discounts and arithmetic.
  - c non-duplication of payment.
  - d expenditure being within the Budget Estimates.
  - e allocation to the appropriate expenditure head.
  - f appropriate entries having been made in inventories, stock records etc as required.
  - g work having been carried out to a satisfactory level.
- 12.4 The payment of all certified invoices, etc. shall be made by the Treasurer, under arrangements approved and controlled by them.

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12.5 Payment should not be made on duplicate invoices, statements or photocopy invoices unless the Bridge Manager, in consultation with the Treasurer, certifies in writing that the amount in question has not been previously paid.

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~~The payment of all certified invoices, etc shall be made by the Treasurer, under arrangements approved and controlled by him/her.~~

12.6 The Bridge Manager shall, as soon as possible after 31 March, and not later than a date intimated by the Treasurer in each financial year, notify the Treasurer of all any outstanding expenditure relating to the previous financial year.

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### 13 PAYROLL ADMINISTRATION

13.1 The payment of all salaries, wages, pensions, compensation and other emoluments to all employees or former employees of the Board shall be made by the Treasurer or Bridge Manager under arrangements approved and controlled by them. ~~the Treasurer.~~

13.2 The Bridge Manager shall ensure records are kept of all matters affecting the payment for such emoluments and in particular:-

- a appointments, promotions, resignations, dismissals, suspensions, secondments and transfers.
- b absences from duty for sickness, holidays or other reasons.
- c changes in remuneration, other than normal increments and pay awards and agreements of general application.
- d information necessary to maintain records of service for pension, income tax, national insurance, etc.

13.3 All time records or other pay documents shall be in a form prescribed or approved by the Bridge Manager. A record of the names of officers authorised to sign such records should be maintained, together with specimen signatures and shall be amended on the occasion of any change.

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13.4 The Treasurer will, through the payroll system, provide such management information as they or the Bridge Manager decide is necessary for the achievement of best value.

### 14 INCOME

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14.1 It shall be the duty of the Treasurer to make adequate financial and accounting arrangements to ensure the proper recording of all monies due to the Board and for the proper collection, custody, control and banking of all cash for the Bridge.

14.2 Invoices shall be raised at the time of the provision of goods or services or as soon as possible thereafter. Particulars of all charges to be made for work done or services rendered or for goods supplied by the Board and of all amounts due to the Board shall be promptly notified to the Treasurer and all accounts due to the Board shall be recorded by or under arrangements approved by the Treasurer.

14.3 All receipts, forms, books, tickets and other such items used to record financial and related transactions shall be in a form approved by the Treasurer ~~and who~~ shall ~~be~~ satisfy themselves as to the arrangements for ordering, supply and control.

~~and issued by him/her or under arrangements approved by him/her. It will be a requirement that all such records, forms, etc. aforementioned shall be retained by the board for a period stipulated by the Treasurer.~~

- 14.4 All monies received on behalf of the Board shall be deposited promptly with the ~~Bridge Manager~~Treasurer or the Board's bankers in accordance with the arrangements made by the Treasurer. No deduction may be made from such money except to the extent that the Treasurer may specifically authorise.
- 14.5 Personal cheques shall not be cashed out of money held on behalf of the Board, nor shall personal cheques be substituted for cash collected on behalf of the Board.
- 14.6 All transfers of money from one member of staff to another will be evidenced in the records of the ~~Bridge~~Board by the signature of the receiving officer.

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## 15 INSURANCE & RISK MANAGEMENT

- 15.1 The Bridge Manager, in conjunction with the Treasurer, will ensure that the risks faced by the Board are identified and quantified and that effective measures are taken to reduce, eliminate or insure against them.
- 15.2 The Treasurer, shall effect insurance cover and negotiate all claims as necessary.
- 15.3 The Bridge Manager is responsible for ensuring that there are adequate systems for the:-
- a prompt notification to the Treasurer of potential liabilities, property or vehicles which require to be insured or affect existing insurance arrangements.
  - b prompt notification to the Treasurer of all incidents of loss, damage or injury which may give rise to a claim by or against the Board.
  - c prompt notification to the Treasurer of all disposals of insured assets.

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- 15.4 All relevant officers or employees shall be included under the Board's Fidelity Guarantee Insurance as determined by the Bridge Manager in consultation with the Treasurer.

- 15.5 The Treasurer, in conjunction with the Bridge Manager, shall annually or as necessary review all insurances and report to the Board accordingly.

- 15.6 The Bridge Manager is responsible for ensuring that there is a Strategic Risk Management Plan and Strategic Risk Register in place which demonstrates the Board's approach to managing strategic risk and that this is reviewed and reported to the Board annually or at other appropriate times e.g. in light of major organisational or legislative changes.

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- 15.7 The Bridge Manager is responsible for ensuring that there is a Business Continuity Plan in place which demonstrates the Board's approach to managing operational risk and that this is reviewed and reported to the Board annually or at other appropriate times e.g. in light of major organisational or legislative changes.

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## 16 STORES AND INVENTORIES

- 16.1 The safe custody of stores and equipment shall be the responsibility of the Bridge

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Manager who will be required to make a return of all stocks, ~~and stores, furniture, fittings and equipment~~ to the Treasurer at the end of each financial year or as requested.

- 16.2 The Bridge Manager shall ensure that asset inventories are maintained and updated timeously with additions and disposals, and shall be submitted to the Treasurer when requested.
- 16.3 The Bridge Manager shall be responsible for maintaining an efficient system of stores accounting including stock control. Stores accounting systems must be approved by the Treasurer. Any alterations to such systems shall be submitted to the Treasurer for approval.
- 16.4 Stock reconciliation will be carried out on a continuous basis by the Bridge Board staff, and a full stock take done at the request of the Treasurer.
- 16.5 The Board's stores and inventories shall not be removed otherwise than in accordance with the ordinary course of the Board's business or used otherwise than for the Board's purposes except in accordance with specific formal directions issued by the Bridge Manager.
- 16.6 Stores and inventories shall not be carried in excess of reasonable requirements.
- 16.7 No adjustment in respect of stores and inventories shall be made to write off deficiencies or bring surpluses into account unless authorised by the Treasurer.
- 16.8 All surplus plant, vehicles, equipment, tools, furnishings, materials, or commodities in excess of £1,000 in value to be disposed of by the Board shall be advertised for sale either by the invitation of sale offers or by public auction unless in special circumstances of which the Board shall be the sole judge it is otherwise decided.

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## 17 SECURITY

- 17.1 The Bridge Manager is responsible for maintaining proper security at all times for all buildings, stock, stores, furniture, equipment, cash, records etc. under ~~their~~<sup>his/her</sup> control. The Bridge Manager shall consult with the Treasurer in any case where security is thought to be defective or where it is considered that special security arrangements may be needed.
- 17.2 Maximum limits for cash holding shall be agreed with the Treasurer and shall not be exceeded without ~~their~~<sup>his/her</sup> express permission.
- 17.3 Keys to safes and similar containers are the responsibility of the key holder who shall make suitable arrangements for the security at all times. The loss of any such keys must be reported to the Bridge Manager immediately. For insurance purposes, keys should be removed from the premises overnight.
- 17.4 The Bridge Manager shall be responsible for ensuring proper security and confidentiality on information held in computer installations and in the use to which such information may be put. The Clerk shall make such arrangements as may be required to ensure confidentiality of information under the terms of the Data Protection Act.

## 18 IMPREST ACCOUNTS

- 18.1 The Treasurer shall provide appropriate imprest advances and determine accounting periods in connection with the payment of expenses and petty outlays chargeable to

~~the Board facilities to specific officers as considered appropriate and shall issue guidance notes as to the operation of the imprest system.~~

- 18.2 Payments from imprest accounts shall only be made for minor items of expenditure and shall be supported by VAT receipts. The maximum limit for any one payment will be as determined by the ~~Bridge Manager~~Treasurer.
- 18.3 The Bridge Manager shall ensure adequate arrangements are in place for the security and correct operation of imprest accounts and shall, upon request, provide the Treasurer with a certificate of imprest held.
- 18.4 The recipient of any advance of petty cash or imprest shall account for this money to the Treasurer when required and shall repay the money on leaving the Board's employment or when required by the Treasurer.

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## 19 STAFF TRAVELLING, & SUBSISTENCE AND FINANCIAL LOSS ALLOWANCES

- 19.1 The Bridge Manager shall establish arrangements to ensure the proper timeous payments of claims for travelling and subsistence allowances necessarily incurred in the carrying out of duties on behalf of the Board.
- 19.2 All claims for payments of car allowances, subsistence allowances, travelling and incidental expenses shall be submitted to the Bridge Manager, duly certified on an approved form ~~and made up to a specific day of each month to them at such regular intervals as are agreed.~~ A record of the names of officers authorised to sign such records should be maintained, together with specimen signatures and shall be amended on the occasion of any change. The number of officers so authorised shall be determined in agreement with the Treasurer.
- 19.3 The certification by or on behalf of the Bridge Manager shall be taken to mean that the certifying officer is satisfied that the journeys were properly authorised, the expense properly and necessarily incurred and that the allowances are properly payable to the Board. ~~Claims submitted late will not be paid unless a legitimate reason is provided.~~
- 19.4 Employee's claims submitted more than two months after the expenses were incurred will not be paid unless the Bridge Manager is satisfied that a legitimate reason for the delay is provided.

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## 20 OFFER OF GIFTS, GRATUITIES AND HOSPITALITY

- 20.1 Members and employees should comply with the provisions of their respective Codes of Conduct when offered gifts, gratuities and hospitality.
- 20.2 Members and employees should only accept gifts or hospitalities where the acceptance of such is at a level and amount which is deemed to be reasonable. In the event that doubt should exist over the appropriateness of any gift, hospitality, fee or commission, they should seek advice from the Clerk to the Board.
- 20.3 Significant gifts (which for indicative purposes should be considered to be gifts of a value of more than £50) should be recorded in the register kept for that purpose by the Clerk to the Board.
- 20.4 Excessive hospitality from businesses or organisations (irrespective of whether the Board does or does not do business with them), shall be viewed as unacceptable

and leave the member, officer or employee open to disciplinary action.

- 20.5 No persons employed by the Board shall be entitled to retain any fee, commission or other payment collected or received under colour of his or her office of employment except with the consent of the Clerk and Treasurer. Any employee who receives a fee, commission or other payment from a party who is or may expect to be under contract to the Board for the provision of any works goods or services, shall be liable to summary dismissal.

## 21 MEMBERS' ALLOWANCES AND EXPENSES

- 21.1 The Local Governance (Scotland) Act 2004 (Remuneration) Regulations 2007 set out the remuneration arrangements for Councillors. The Regulations make specific arrangements in respect of the Chair and Vice-Chair of Joint Boards.

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- 21.2 Payment to Members in respect of expenses incurred in respect of duties undertaken on behalf of the Board shall be met by the Council to which that Board Member belongs.

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## 224 TREASURY MANAGEMENT

- 224.1 The Treasurer shall establish the arrangements for Treasury Management and shall observe the guidance laid down in the CIPFA Treasury Management Code of Practice.

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## 232 PENSIONSUPERANNUATION FUND

- 232.1 Tay Road Bridge Joint Board is a scheduled body of the Tayside Pension Superannuation Fund. All employees are entitled to join and contribute to the Fund which is administered by Dundee City Council.

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## 243 RESERVES AND BALANCES

- 243.1 The Treasurer shall ensure all reserves are operated in accordance with the guidance laid down in CIPFA Guidance on Local Authority Reserves and Balances. The Treasurer shall also ensure that any specific reserves are operated in accordance with the relevant legislation and for the specific intended purpose.
- 243.2 Any new expenditure proposals that require the use of any of the Board's reserves shall be subject to the prior approval of the Board and shall be clearly identified in the Financial Implications section of the specific Board report.
- 243.3 In the Annual Revenue Budget report that is considered by the Board, the Treasurer shall include:-
- a note highlighting the estimated opening and closing General ReserveFund balances for the financial year ahead.
  - a note advising as to the adequacy of the General ReserveFund balances over the budget period(s) under consideration after taking into account the strategic, operational and financial risks facing the Board.
  - a note reporting on the annual review of any earmarked reserves.



243.4 The Treasurer shall ensure that the position on the General Fund Reserve shall be subject to continuous monitoring by the Treasurer and shall be included in the quarterly Revenue Monitoring reports to the Board.

243.5 The Treasurer shall include a statement showing the movement's in the Board's reserves in the Annual Statement of Accounts.

**254 REVISION OF FINANCIAL REGULATIONS**

254.1 The foregoing Financial Regulations may be altered or revoked by the Board, if the motion for alteration or revocation is supported by a majority of the board members present and voting.

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254.2 The Financial Regulations should be reviewed regularly and updated as appropriate to reflect major changes in legislation or working practices.

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## APPENDIX

ASSOCIATED CODES, PROCEDURE MANUALS AND DOCUMENTS

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All policies and publications in respect of Tay Road Bridge Joint Board can be found on the Board Documents page on the Board's website: <http://www.tayroadbridge.co.uk/board-business/board-documents>

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The following is a list of codes of practice, procedure manuals and other documents that form an integral part of the Financial Regulations.

Standing Orders

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Scheme of Delegated Powers

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Tender Procedures

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Fraud Guidelines

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This document, produced by the Treasurer, sets out the Board's policy on the prevention, detection and investigation of fraud, bribery and corruption.

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The Board recognises its responsibilities under the Bribery Act 2010. The Board is an employer and a provider or procurer of works, goods and services, and as such it will not tolerate any contravention of the Act. The Board will not employ individuals, nor conduct business with any individual or third party which does not abide by the terms of the Act.

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Strategic Risk Management

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The Board has a developed Risk Management Policy. This states that "Tay Road Bridge Joint Board is dedicated to the management of risk in order to:-

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- Minimise loss, damage or injury to Board employees or members of the public
- Protect Board assets and property
- Preserve and enhance the management and operation of the Board
- Maintain effective stewardship of public funds
- Promote a favourable corporate image"

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The main priorities within this policy are the identification, evaluation and control of risks which threaten the Board's ability to deliver services to the public. The Board has a high level Business Continuity Plan which sets out the arrangements by which the Board aims to continue to deliver its critical services in the event of an emergency event. Critical services are identified through a process of identification and analysis contained within risk registers.

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Resources aimed at improving internal control within the Board are allocated according to priorities determined by the Annual Audit Plan, reflecting the changing risks and priorities of the Board.

The Board's Annual Accounts now include a corporate governance statement.

The Risk Management Policy and Strategy contain the procedures to be adopted to ensure risk is properly identified and appropriate mitigating control actions are put into place.

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#### Corporate Governance

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Includes the Annual Governance Statement and the Local Code of Corporate Governance.

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Tay Road Bridge Joint Board strives to meet the highest standards of corporate governance to help ensure that it meets its objectives. The Board is determined to ensure that it delivers the best possible services to bridge users.

The Board is committed to effective decision-making that is transparent and open to genuine scrutiny. It therefore provides on its website minutes and reports from Board meetings as well as policy and procedure documents.

#### Definition

Corporate governance is the system by which the Board directs and controls its functions and relates to bridge users and the community. A Corporate Governance Assurance Statement is included in the Board's Annual Report and Accounts each year. The Bridge members, officers and employees shall ensure that the Board has sound Corporate Governance arrangements in place. The Board officers provide a return each year setting out adherence to these requirements.

#### The Code

The Local Code of Corporate Governance for the Council consists of seven main elements:-

- Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law.
- Ensuring openness and comprehensive stakeholder engagement.
- Defining outcomes in terms of sustainable economic, social and environmental benefits.
- Determining the interventions necessary to optimise the achievement of the intended outcomes.
- Developing the entity's capacity, including the capability of its leadership and the individuals within it.
- Managing risks and performance through robust internal control and strong public financial management.
- Implementing good practices in transparency, reporting and audit to deliver effective accountability.

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#### Members Code of Conduct

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Though not specifically finance, the Board expects all Members to adhere to the relevant codes of conduct.

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#### Information Security

The Board has an Information and Communication Technology Security and Safe Use Policy. The aim is to ensure that everyone is aware that the information we use as part of our day-to-day work should be protected, held securely and handled with care.

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The Board has the following policy and procedures in place:

- Data Protection Policy
- Freedom of Information Policy
- CCTV Procedures
- Communications Strategy.

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#### Asset Management Plan and Asset Management Lifecycle Plan

These documents sets out the procedures and programmes by which the Board intends to prioritise maintenance and manage its assets. They highlight that there is a structured approach to the inspection and maintenance regime.

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#### Complaints Procedure

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The Board is committed to providing a high quality customer service and has published a Complaints Procedure in order to help improve the Board's service procedures.

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#### Annual Accounts

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The Board prepares annual accounts in accordance with CIPFA's Code of Practice on Local Authority Accounting in the UK. These are reported to the Joint Board.

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#### Confirmation Acts

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The Board was established by the Tay Road Bridge Order Confirmation Act 1962 to construct and maintain the Tay Road Bridge. This Order was superseded by the Tay Road Bridge Order Confirmation Act 1991 ("the 1991 Act"). The Board's business model has been set up to meet the requirements of the 1991 Act.

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The Acts of Parliament provide for the establishment and constitution of the Joint Board, the appointment of officers, provisions relating to authorised works to maintain, repair and improve the bridge and its surrounds, establishing financial requirements and duties, conveying to the Board the power to make byelaws, provisions as to meetings and proceedings, etc.

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