
TAY ROAD BRIDGE JOINT BOARD

Clerk: Roger Mennie
Head of Democratic and Legal Services
Dundee City Council
21 City Square
Dundee
DD1 3BY

TO: ALL MEMBERS OF THE TAY
ROAD BRIDGE JOINT BOARD

Date 26th November, 2018

Dear Member

TAY ROAD BRIDGE JOINT BOARD

You are requested to attend a meeting of the **TAY ROAD BRIDGE JOINT BOARD** to be held in the County Buildings, Cupar at 11.00 am on Monday, 3rd December, 2018.

The agenda and papers are enclosed.

Please submit any apologies for absence to Arlene Hay, Committee Services Officer on telephone (01382) 434818 or email arlene.hay@dundeecity.gov.uk

Yours faithfully

ROGER MENNIE

Clerk to the Joint Board

AGENDA OF BUSINESS

1 DECLARATION OF INTEREST

Members are reminded that, in terms of The Councillors Code, it is their responsibility to make decisions about whether to declare an interest in any item on this agenda and whether to take part in any discussions or voting.

This will include all interests, whether or not entered on your Register of Interests, which would reasonably be regarded as so significant that they are likely to prejudice your discussion or decision-making.

2 MINUTE OF PREVIOUS MEETING - Page 1

The minute of meeting of the Tay Road Bridge Joint Board held on 10th September, 2018 is submitted for approval, (copy enclosed).

3 OPERATIONAL RESTRICTIONS AND CLOSURES - Page 5

(Report No TRB25-2018 by the Bridge Manager, copy enclosed).

4 HEALTH AND SAFETY MONITORING 2018 - Page 9

(Report No TRB26-2018 by the Bridge Manager, copy enclosed).

5 TENDER REPORT – IMPROVEMENTS TO CARRIAGEWAY LIGHTING - Page 13

(Report No TRB27-2018 by the Bridge Manager, copy enclosed).

6 TENDER REPORT – RENEWAL OF CATHODIC PROTECTION MONITORING SYSTEM - Page 15

(Report No TRB30-2018 by the Engineer, copy enclosed).

7 REVENUE MONITORING – 7 MONTHS TO 31ST OCTOBER, 2018 - Page 19

(Report No TRB21-2018 by the Treasurer, copy enclosed).

8 CAPITAL MONITORING – 7 MONTHS TO 31ST OCTOBER, 2018 - Page 23

(Report No TRB22-2018 by the Treasurer, copy enclosed).

9 REVENUE BUDGET 2019/2020 – 2021/2022 - Page 27

(Report No TRB23-2018 by the Treasurer, copy enclosed).

10 CAPITAL PLAN 2019/2020 – 2021/2022 - Page 33

(Report No TRB24-2018 by the Treasurer, copy enclosed).

11 RESPONSE TO INTERNAL AUDITOR’S REPORT ON COMPLIANCE WITH LEGISLATION - Page 37

(Report No TRB29-2018 by the Bridge Manager, copy enclosed).

12 INTRODUCTION OF STRATEGIC PLAN - Page 49

(Report No TRB28-2018 by the Bridge Manager, copy enclosed).

13 DATE OF NEXT MEETING

The next meeting of the Joint Board will be held on Monday, 3rd March, 2019 at 10.00 am in Committee Room 3, 14 City Square, Dundee.

ITEM No ...2.....

At a MEETING of the **TAY ROAD BRIDGE JOINT BOARD** held at Dundee on 10th September, 2018.

Present:-

Dundee City Council

Councillor Stewart HUNTER
Depute Lord Provost Bill CAMPBELL
Councillor George McIRVINE
Baillie Helen WRIGHT
Baillie Fraser MACPHERSON

Fife Council

Councillor Jonny TEPP
Councillor John DOCHERTY
Councillor Bill CONNOR
Councillor Andy HEER

Also Present (Officers):-

Alan HUTCHISON (Bridge Manager)
George MANZIE (for Treasurer)
Kenny McKAIG (for Clerk)
David ARCHIBALD (Henderson Loggie)
Bruce CROSBIE (Audit Scotland)

Councillor Stewart HUNTER, Chairperson in the Chair.

Apologies for absence were submitted on behalf of Councillor Lynne Short (Dundee City Council), Councillor Margaret Richardson (Dundee City Council) and Councillor Brian Thomson (Fife Council).

I DECLARATION OF INTEREST

There were no declarations of interest.

II MINUTE OF PREVIOUS MEETING

The minute of meeting of the Tay Road Bridge Joint Board held on 18th June, 2018 was submitted and approved.

III ANNUAL REVIEW OF STRATEGIC RISK MANAGEMENT

There was submitted Report No TRB19-2018 by the Bridge Manager appraising the Joint Board of the annual review of Strategic Risk Management issues.

The Joint Board noted the contents of the report and the changes made to the Strategic Risk Register given in Appendix A to the report.

IV OPERATIONAL RESTRICTIONS AND CLOSURES

There was submitted Report No TRB20-2018 by the Bridge Manager appraising the Joint Board of the number and nature of operational restrictions and closures applied between 1st May and 31st July, 2018.

The Joint Board noted the contents of the report as at 31st July, 2018.

V REVENUE MONITORING – FOUR MONTHS TO 31ST JULY, 2018

There was submitted Report No TRB15-2018 by the Treasurer appraising the Joint Board of the current monitoring position of its 2018/2019 Revenue Budget.

The Joint Board noted the content of the Revenue Monitoring Report as at 31st July, 2018.

VI CAPITAL MONITORING – FOUR MONTHS TO 31ST JULY, 2018

There was submitted Report No TRB16-2018 by the Treasurer appraising the Joint Board of the current monitoring position of its 2018/2019 Capital Budget.

The Joint Board noted the content of the Capital Monitoring Report as at 31st July, 2018.

VII INTERNAL AUDIT – ANNUAL AUDIT PLAN 2018/2019

There was submitted Report No TRB17-2018 by the Treasurer presenting to the Joint Board the Internal Audit Annual Audit Plan.

The Joint Board noted the contents of the Internal Audit Annual Audit Plan for 2018/2019 which was based on the detailed Internal Audit Needs Assessment and Strategic Plan 2016 to 2019.

VIII AUDITED ACCOUNTS 2017/2018**(a) EXTERNAL AUDITOR'S ANNUAL AUDIT REPORT 2017/2018**

There was submitted and noted the Annual Audit Report on the Tay Road Bridge Joint Board for the year ended 31st March, 2018.

(b) RESPONSE TO EXTERNAL AUDITOR'S ANNUAL REPORT

There was submitted Report No TRB18-2018 by the Treasurer responding to the report prepared by the Board's External Auditor on the audit of Tay Road Bridge Joint Board for the year ended 31st March, 2018.

The Joint Board:-

- (i) endorsed the report as the formal response to the External Auditor's report;
 - (ii) noted that the External Auditor's findings and conclusions were favourable; and
 - (iii) instructed the Treasurer to monitor the implementation of the agreed action plan which was appended to the report.
- (c) AUDITED ANNUAL ACCOUNTS FOR YEAR ENDED 31ST MARCH, 2018

There was submitted and noted the Audited Annual Accounts for the year ended 31st March, 2018.

IX PROGRAMME OF MEETINGS 2019

Monday, 4th March, 2019 at 10.00 a.m. in Dundee
Monday, 17th June, 2019 at 10:00 a.m. in Dundee
Monday, 16th September, 2019 at 10.00 a.m. in Dundee
Monday, 2nd December, 2019 at 11.00 a.m. in Fife

The Joint Board agreed the above programme of meetings for 2019.

X DATE OF NEXT MEETING

The next meeting of the Joint Board will be held on Monday, 3rd December, 2018 at 11:00 a.m. in the County Buildings, Cupar.

Stewart HUNTER, Chairperson.

ITEM No ...3.....

REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 3 DECEMBER 2018

REPORT ON: OPERATIONAL RESTRICTIONS AND CLOSURES

REPORT BY: THE BRIDGE MANAGER

REPORT NO: TRB 25 - 2018

1.0 PURPOSE OF REPORT

1.1 To appraise the Board of the number and nature of operational restrictions and closures applied between 1 August and 31 October 2018.

2.0 RECOMMENDATIONS

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

3.0 FINANCIAL IMPLICATIONS

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

4.0 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 August and 31 October 2018 is given below:-

4.1.1 Single Carriageway Closure

Reason	Total Duration (Minutes)	No of Occasions	Average Duration (Minutes)
Operational	457	164	2.79
Breakdown	27	5	5.4
Misc. Incidents	59	25	2.36
Single Lane Closures for maintenance	1156	34	34
Road works Contractor Contra-flow	0	0	0
Police Incidents	120	14	8.57

4.1.2 Full Bridge Closure

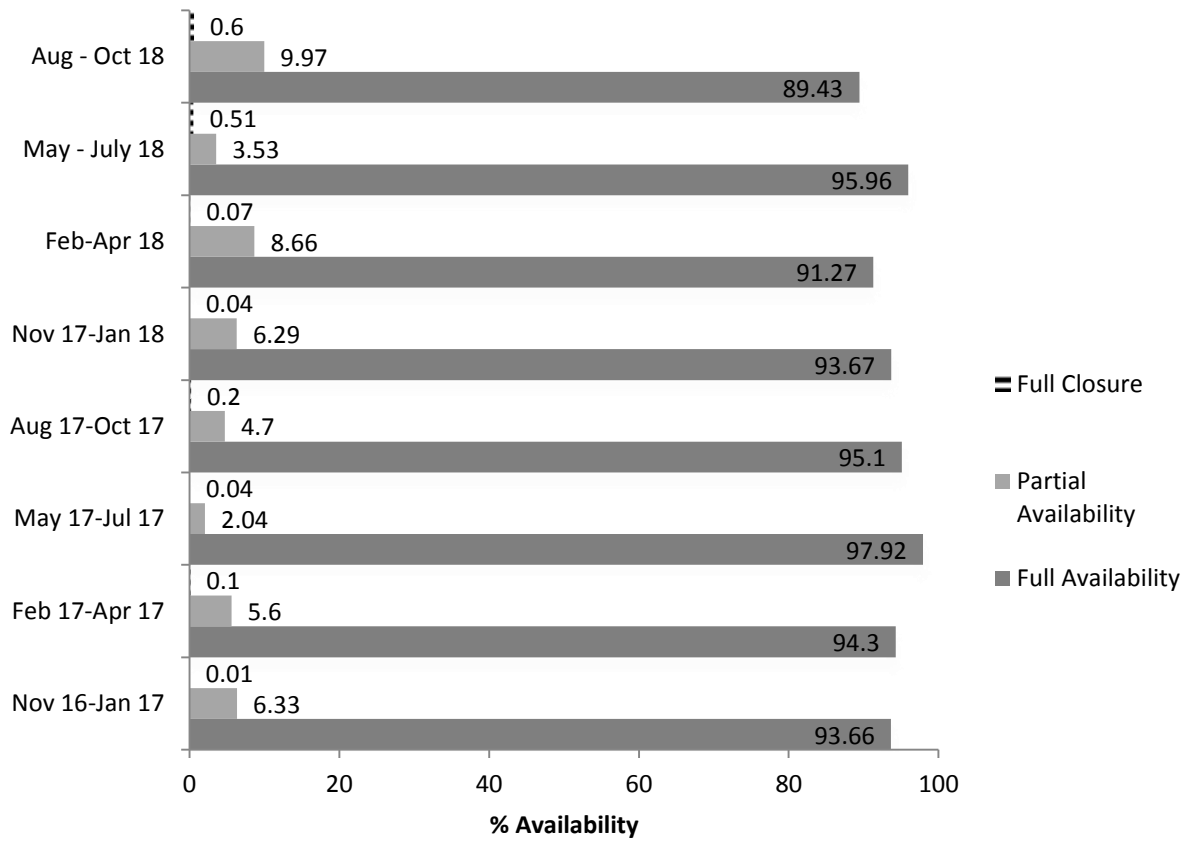
Reason	Total Duration (Minutes)	No of Occasions	Average Duration (Minutes)
Operational (Night Closures)	0	0	0
Police Incidents	490	7	70
Wind	297	1	297

4.1.3 High Winds/Weather Restrictions

Traffic Restricted	Total Duration (Minutes)	No of Occasions	Average Duration (Minutes)
Double Deck Buses	10049	25	401.96
High Sided	1342	8	167.75
All traffic	297	1	297

4.1.4 Availability of Bridge

AVAILABILITY TO BRIDGE USERS



	Aug – Oct 17	Nov 17 – Jan 18	Feb – Apr 18	May – July 18	Aug – Oct 18
Full Availability	95.1	93.67	91.27	95.96	89.43
Partial Availability	4.7	6.29	8.66	3.53	9.97
Full Closure	0.2	0.04	0.07	0.51	0.6

Figure 1 – Comparison of Availability of Bridge to Users

Full availability in this quarter is down by 6.53% compared with the period between May and July 2018. Full closure is up slightly by 0.09%, due to high winds and more police incidents compared to last period.

4.1.5 Summary of Bridge availability 1 August to 31 October 2018

Full availability (No restrictions)	89.43
Partial Availability (Some restrictions)	9.97
No Availability (Full Closure)	0.6

5.0 TRAFFIC COUNT DATA

5.1 Traffic Count Data from Dundee Ramps

AADT – (Annual Average Daily Total)

	1st Quarter	2nd Quarter	3rd Quarter
	(Feb - Apr)	(May - Jul)	(Aug - Oct)
Northbound to West	6056	6459	6371
Northbound to East	6765	7506	7387
Northbound Total	12821	13965	13758
Southbound from West	5445	5807	5711
Southbound From East	7476	8309	8224
Southbound Total	12921	14116	13935

Please note that for consistency the traffic statistics reporting timeframe has now been aligned with the bridge availability reporting timeframe and this will be adopted in all future reports, i.e. May to July, August to October, November to January, February to April.

6.0 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.

7.0 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.

8.0 BACKGROUND PAPERS

8.1 None.

ALAN HUTCHISON
BRIDGE MANAGER
23 NOVEMBER 2018

ITEM No ...4.....

REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 3 DECEMBER 2018

REPORT ON: HEALTH & SAFETY MONITORING 2018

REPORT BY: THE BRIDGE MANAGER

REPORT NO: TRB 26 - 2018

1.0 PURPOSE OF REPORT

1.1 To appraise the Board Members of performance relating to Health & Safety in 2018.

2.0 RECOMMENDATIONS

2.1 The Board are asked to note the outcomes of the report and to agree to findings of the review in Item 5.4

3.0 FINANCIAL IMPLICATIONS

None.

4.0 POLICY IMPLICATIONS

None.

5.0 COMMENTARY

5.1 General

In December 2009, the Board approved the corporate Health & Safety Policy Statement prepared by the Bridge Manager. In this document the Bridge Manager was given the remit to:-

- a) Review the document on an annual basis, or as necessary due to organisational or legislative changes
- b) Report to the Board annually on matters relating to Health & Safety matters

A copy of the Health & Safety Policy Statement is available on the Tay Road Bridge website at www.tayroadbridge.co.uk/board-business/board-documents

5.2 Significant Risks

The significant risks faced by Employees of the Tay Road Bridge Joint Board include:-

- Working at height
- Working on and/or over water
- Working adjacent to live traffic
- Working in exposed conditions and during periods of adverse weather
- Working in areas of difficult access
- Operating various items of machinery and plant

5.3 Staff Consultation

In addition to formal Health & Safety Committee meetings, Safety Representatives and appropriate members of staff are consulted at the early stages of preparation of Risk Assessments, Method Statements and Operational Procedures.

5.4 Review

The Bridge Manager has reviewed the Health & Safety Policy Statement and notes that no changes are required since the December 2017 update. The H & S Policy document is available on line at <http://tayroadbridge.co.uk/board-business/board-documents>

5.5 Health & Safety Performance

Below is a table which contains information relating to accidents and near misses recorded at the Tay Road Bridge.

Accident Category	2013	2014	2015	2016	2017	2018*
RIDDOR fatal accident	0	0	0	0	0	0
RIDDOR Major Injury	0	0	0	0	0	0
RIDDOR over 7 day injury	0	1	0	0	0	0
Lost Time Injury	0	1	0	1	0	1**
Minor Injury	5	4	2	2	0	3**
Near Misses	6	1	0	1	1	0
Slip, trip, fall on the level	0	0	0	0	0	0
Manual Handling	1	1	0	0	0	1**
Other (includes third party contractors)	0	4	0	0	0	0

*2018 records are for all accidents and near misses from January 1 to November 13 2018.

**There have been three accidents involving staff in 2018, with one of these injuries being a manual handling injury that resulted in two days of lost time.

All accidents and near misses are investigated and the causes/proposed mitigation measures are formally recorded.

5.6 Occupational Health Issues

There were no Occupational Health related issues.

5.7 Training

Health & Safety training has been held throughout the period to maintain staff awareness and competency.

6.0 CONSULTATIONS

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

7.0 BACKGROUND PAPERS

None.

**ALAN HUTCHISON
BRIDGE MANAGER
23 NOVEMBER 2018**

ITEM No ...5.....

REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 3 DECEMBER 2018

REPORT ON: TENDER REPORT – IMPROVEMENTS TO CARRIAGEWAY LIGHTING

REPORT BY: BRIDGE MANAGER

REPORT NO: TRB 27- 2018

1.0 PURPOSE OF REPORT

1.1 To authorise the appointment of the Street Lighting Partnership to carry out the design and installation of LED white lighting to the bridge carriageway, walkway and Fife car park.

2.0 RECOMMENDATIONS

2.1 It is recommended that:

- The Clerk to the Board be instructed to accept the offer of £69,342.30 procured directly through the Street Lighting Partnership, which includes professional fees associated with design and tender preparation.
- The overall expenditure of £86,276.53 be authorised which includes an allowance of £6934.23 for 10% contingencies and £10,000 for traffic management and site supervision.

3.0 FINANCIAL IMPLICATIONS

3.1 The Treasurer advises that the above expenditure can be met from within the Capital Budget for 2018/19 and 2019/20.

4.0 SUSTAINABILITY POLICY IMPLICATIONS

4.1 The new LED lights will contribute significantly to a reduction in energy consumption and carbon emissions, with anticipated energy savings over the current metal halide lighting of between 46 to 74%.

1.0 EQUAL OPPORTUNITIES IMPLICATIONS

5.1 There are no equal opportunities implications of relevance to this report.

6.0 IMPLICATIONS TO BRIDGE USERS

6.1 Works will be carried out using off peak lane closures and at no time will the bridge carriageway or walkway be closed. LED lighting is considered a better quality of light than the current metal halide lighting, improving visibility for all users. Works to replace the 179 lantern heads will take approximately three weeks. The anticipated works also include the addition of two new lighting columns to the Perth off ramp and Dundee Plaza to improve lighting levels and visibility to this area to the benefit of all users and Tay Road Bridge staff.

7.0 BACKGROUND

7.1 LED street lighting technology is now defined as the norm for road lighting. The benefits of LED include:

- A reduction in energy use of between 46-74% and reduced CO2 emissions.
- Longer lifespan than existing metal halide lights, with anticipated 20 year life before replacement, with a reduced likelihood of faults, thus minimising maintenance costs.
- Decreased light pollution by the use of precision optics directing light only where it is needed i.e. onto the carriageway and walkway.
- Better quality of light improving visibility and colour recognition on the carriageway and walkway.
- Spares and maintenance for the older type of lights are becoming increasingly costly and difficult to source as they become obsolete.

7.2 A design exercise by the Street Lighting Partnership anticipates the following Energy Savings for the Bridge Carriageway, Walkway, Ramps and Fife car park. The units cost of electricity for all calculations was taken at the current level of £0.13 per unit

7.3 Existing annual lighting energy costs for bridge carriageway and walkway calculated at £9023. New annual lighting costs with LED white lighting calculated at £4030. This is an annual energy saving of £4994 or 55%.

7.4 Existing annual lighting energy costs for Dundee ramps calculated at £1445.97. New annual lighting costs with LED white lighting calculated at £776.42. This is an annual energy saving of £669.55 or 46%.

7.5 Existing annual lighting energy costs for Fife car park calculated at £2021. New annual lighting costs with LED white lighting calculated at £520. This is an annual energy saving of £1501 or 74%.

7.6 An offer of £69,342.30 has been received from the Street Lighting Partnership to carry out the work as detailed above. The offer has been checked and is considered competitive and as such it is recommend that the offer be accepted. An allowance of £16,934.23 for traffic management, site supervision and contingencies requires to be added. The Street Lighting Partnership is a joint working organisation comprising Tayside Contracts, Dundee City and Perth and Kinross councils, and in accordance with Best Value, its performance is continually monitored in terms of project delivery, outcomes and costs in comparison to the external market.

8.0 CONSULTATIONS

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

ALAN HUTCHISON
BRIDGE MANAGER
23 NOVEMBER 2018

ITEM No ...6.....

REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 3 DECEMBER 2018

REPORT ON: TENDER REPORT – RENEWAL OF CATHODIC PROTECTION MONITORING SYSTEM

REPORT BY: ENGINEER TO THE BOARD

REPORT NO: TRB 30 – 2018

1.0 PURPOSE OF REPORT

1.1 To authorise the appointment of Cathode Protection Co. Limited to supply and install a new Cathodic Protection (CP) Monitoring System to replace the existing defective and non-supported system which is over 23 years old and beyond its design life.

2.0 RECOMMENDATIONS

2.1 It is recommended that:

- The Clerk to the Board be instructed to accept the tender offer of £119,984.74 from Cathode Protection Co. Limited.
- An overall expenditure of £150,000 be authorised which includes an overall allowance of £30,015.26 for pedestrian management, professional fees and contingencies.

3.0 FINANCIAL IMPLICATIONS

3.1 The Treasurer advises that the above expenditure can be met from within the Capital Budget for 2018/19.

4.0 IMPLICATIONS TO BRIDGE USERS

4.1 There will be no significant implications to Bridge Users. All works will be undertaken from within the existing service cabinets on the bridge walkway, which will remain open at all times. The carriageways will not be affected.

5.0 BACKGROUND

5.1 Cathodic protection (CP) is a method used to halt the corrosion of steel reinforcement by applying a small DC current through a surface mounted anode. This effectively forces the reinforcement to act as a cathode thus repressing the rusting action.

5.2 The Tay Road Bridge consists of 42 deck spans supported on 3.65m wide by 3m deep steel box-girders spanning between 41 pairs of reinforced concrete parabolic section twin columns. Each pair of columns has been constructed on concrete piers built into cofferdams in the river bed.

5.3 During the 1980s detailed surveys were undertaken to determine the cause of delaminated concrete and extensive reinforcement corrosion at the base of the reinforced concrete columns. These surveys determined that this deterioration was

caused by the high concentration of chlorides in the concrete over the lower 6m of the columns from seawater as a result of wave action and airborne spray.

- 5.4 From 1991 to 1994 a targeted Impressed Current Cathodic Protection (ICCP) system was applied to the lower 6m of each column (splash zone) to manage this condition. The ICCP system consists of an expanded titanium mesh coated with a mixed metal oxides fixed to the column surface and encapsulated in a 50mm thick overlay of shrinkage compensated flowable concrete.
- 5.5 Cathode connections to the reinforcement were made within each panel to allow completion of the anode cathode circuit via Cathodic Protection Control Units (CPCUs) positioned in cabinets on the bridge's central walkway.
- 5.6 Monitoring of the CP system is required in order to assess its overall performance, determine particular operating characteristics and to ensure the system's continued optimal effectiveness.
- 5.7 In early September 2017 it was discovered that the CPCU which manages the output and monitoring of the CP system installed to piers 36 to 41 had failed.
- 5.8 In response to this, Corrosion Engineering Services (CES) were appointed to undertake full testing of all the CP circuits within the seven CPCU's. This site testing revealed that the control equipment was generally reporting data that is representative of the system's operation, however, issues with the equipment were highlighted.
- 5.9 Firstly, the system is running on obsolete hardware and software which are no longer able to support the system. The equipment in one of the seven cabinets has completely failed and cannot be used to monitor and control the CP system as the equipment is obsolete, spare parts are unavailable and it cannot be brought back into service.
- 5.10 Secondly, it is possible that several of the zones are not receiving current from the equipment. Although it is possible that there are faults with the connections/wiring between the cabinet and the column overlay, it is more likely that the equipment is not providing power. Testing at two locations found the output to be unstable. In light of the first item above, rectifying these issues is likely to be time consuming, costly and without any guarantee of success.
- 5.11 Thirdly, the system's remote connection/control system is inefficient. Significant time is spent remotely connecting and downloading data. The control protocols are often unreliable and the format of the data is unnecessarily complex. Modern systems are more universal and reliable and have been 'built' for web-browser access which, generally, require far less time to operate. This is important as this system is large and there is large quantities of data to process several times each year.
- 5.12 The lack of consistency in the monitoring, operation and record keeping affects the ability to demonstrate compliance.
- 5.13 CES's report recommended that measures be taken to replace the all the ICCP control and monitoring equipment with a modern equivalent to allow the ICCP performance to be accurately measured.

- 5.14 A Single Stage (Open) tender was invited through the Public Contract Scotland portal. Five compliant tender offers were returned:
- Cathodic Protection Co. Limited - £119,984.74
 - Duvine Ltd - £126,143.00
 - R & R Corrosion Ltd - £129,834.50
 - Topbond PLC - £287,775.00
 - Structural Systems UK Ltd - £378,800.00
- 5.15 Evaluation of the Tenders was carried out on the basis of a price/quality split between the price criterion (60%) and quality criteria (40%), where submissions were assessed for compliance with specification, appraised on customer care processes and initiatives, along with how the contract will be managed and how fair work practises are evidenced. It is recommended that the offer from Cathodic Protection Co. Limited be accepted.
- 5.16 Allowances for professional fees and contingencies require to be made giving a total expenditure of £150,000.
- 5.17 It is noted that equipment procurement will take approximately 10 weeks, with site works expected to be completed within four weeks.

6.0 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.

7.0 CONSULTATIONS

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

8.0 BACKGROUND PAPERS

None.

FERGUS WILSON
ENGINEER TO THE BOARD
23 NOVEMBER 2018

ITEM No ...7.....

REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 3 DECEMBER 2018
REPORT ON: REVENUE MONITORING - 7 MONTHS TO 31 OCTOBER 2018
REPORT BY: THE TREASURER
REPORT NO: TRB 21-2018

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to appraise the Joint Board of the current monitoring position of its 2018/2019 Revenue Budget.

2.0 RECOMMENDATIONS

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

3.0 FINANCIAL IMPLICATIONS

3.1 The 2018/2019 Revenue Budget predicted a deficit of £30,000 (see Report 24-2017). The current outturn position for the financial year 2018/2019 is projecting a £91,000 underspend against the 2018/2019 Revenue Budget based on the financial information available at 31 October 2018 (as detailed in Appendix A).

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 2018/2019 of £1,022,616. 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 £1,083,616 at 31 March 2019. 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 £20,000 is projected in relation to Administration Supplies and Services. This is due to Insurance Premiums being lower than anticipated due to re-negotiation process (see TRB 8-2018).

3.5 An underspend of £5,000 is projected in relation to Operations Supplies and Services. This is due to there being no requirement to purchase office furniture.

3.6 An underspend of £14,000 is projected in relation to Plant and Equipment Supplies and Services. This is due to a £4,000 saving in relation to gantry equipment purchases and a £10,000 saving in relation to cathodic protection equipment maintenance.

3.7 An underspend of £15,000 is projected in relation to Plant and Equipment Third Party Payments. This is due to a £5,000 saving in relation to gantry contractor and a £10,000 saving in relation to cathodic protection professional fees.

- 3.8 An overspend of £10,000 is projected in relation to Bridge Maintenance Staff Costs. This is due to additional overtime required to carry out cabling work on the cathodic protection system.
- 3.9 An underspend of £10,000 is projected in relation to Bridge Maintenance Property Costs. This is due to a saving in relation to ground maintenance work at the Fife landfill.
- 3.10 Increased income of £12,000 is projected in relation to Interest on Revenue Balances. This is due to a slightly higher interest rate and higher than anticipated average monthly balances.
- 3.11 An underspend of £30,000 is projected in relation to Capital Funded from Current Revenue (CFCR) Miscellaneous Projects. This is due to expenditure on miscellaneous assets being lower than anticipated.
- 3.12 An overspend of £55,000 is projected in relation to CFCR Gantry Miscellaneous. This is due to the requirement to conduct testing of the gantries following a recent consultant's inspection which is expected to be £25,000 and £30,000 relating to additional steelwork remedial works being identified as necessary following the recent testing.
- 3.13 An underspend of £50,000 is projected in relation to CFCR 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.

4.0 RISK ASSESSMENT

- 4.1 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.

5.0 POLICY IMPLICATIONS

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

6.0 CONSULTATIONS

- 6.1 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.

7.0 BACKGROUND PAPERS

- 7.1 None

GREGORY COLGAN
TREASURER

20 NOVEMBER 2018

TAY ROAD BRIDGE JOINT BOARD**REVENUE MONITORING AS AT 31 OCTOBER 2018**

	Revenue Budget 2018/19 £	Expenditure to 31 Oct 2018 £	Final Projection 2018/19 £	Variance from Budget £	Paragraph Reference
EXPENDITURE					
<u>Administration</u>					
Staff Costs	182,331	96,258	182,331	-	
Property Costs	31,000	1,839	31,000	-	
Supplies and Services	153,767	87,668	133,767	(20,000)	3.4
Transport Costs	975	49	975	-	
Third Party Payments	91,453	-	91,453	-	
	459,526	185,814	439,526	(20,000)	
<u>Operations</u>					
Staff	482,643	268,298	482,643	-	
Supplies & Services	15,700	5,846	10,700	(5,000)	3.5
	498,343	274,144	493,343	(5,000)	
<u>Plant and Equipment</u>					
Property	24,000	13,280	24,000	-	
Supplies & Services	183,500	78,038	169,500	(14,000)	3.6
Transport	32,750	20,829	32,750	-	
Third Party Payments	21,250	-	6,250	(15,000)	3.7
	261,500	112,147	232,500	(29,000)	
<u>Bridge Maintenance</u>					
Staff	288,294	178,199	298,294	10,000	3.8
Property	38,000	12,997	28,000	(10,000)	3.9
Supplies & Services	59,050	9,700	59,050	-	
Transport	550	55	550	-	
Third Party Payments	24,750	150	24,750	-	
	410,644	201,101	410,644	-	
GROSS EXPENDITURE	1,630,013	773,206	1,576,013	(54,000)	
INCOME					
Scottish Government Revenue Grant	1,700,000	991,667	1,700,000	-	
Interest on Revenue Balances	14,400	-	26,400	12,000	3.10
Kiosk Rent	10,213	5,106	10,213	-	
Miscellaneous	400	149	400	-	
GROSS INCOME	1,725,013	996,922	1,737,013	12,000	
TOTAL NET REVENUE EXPENDITURE / (INCOME)	(95,000)	(223,716)	(161,000)	(66,000)	

CAPITAL FUNDED FROM CURRENT REVENUE (CFCR)

	Revenue Budget 2018/19 £	Expenditure to 31 Oct 2018 £	Final Projection 2018/19 £	Variance from Budget £	Paragraph Reference
Miscellaneous Projects	50,000	8,441	20,000	(30,000)	3.11
Gantry Miscellaneous	25,000	7,500	80,000	55,000	3.12
Paintwork to Box Girders	50,000	-	-	(50,000)	3.13
TOTAL CFCR	125,000	15,941	100,000	(25,000)	
TOTAL NET DEFICIT / (SURPLUS) MET FROM GENERAL RESERVE BALANCES	30,000	(207,775)	(61,000)	(91,000)	

ITEM No ...8.....

REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 3 DECEMBER 2018

REPORT ON: CAPITAL MONITORING - 7 MONTHS TO 31 OCTOBER 2018

REPORT BY: THE TREASURER

REPORT NO: TRB 22-2018

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to appraise the Joint Board of the current monitoring position of it's 2018/2019 Capital Budget.

2.0 RECOMMENDATIONS

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

3.0 FINANCIAL IMPLICATIONS

3.1 The Joint Board's 2018/2019 Capital Expenditure Programme of £1,080,000 was approved by the Board on 4 December 2017 (Report TRB 25-2017). From 1 April 2008 the Board's Capital Expenditure projects are being financed through Scottish Government Capital Grant.

3.2 The capital outturn for the financial year 2018/2019 (as detailed in Table 1 on Appendix A) is projected to be £745,000 (i.e. a net decrease of £335,000 from the originally approved budget) based on the financial ledger information up to 31 October 2018 and this will be funded from 2018/2019 Capital Grant of £645,000 and Capital Funded from Current Revenue (CFCR) of £100,000. This results in a projected Capital Grant carried forward into 2019/2020 of £1,653,000 (as detailed in Table 2 on Appendix A).

4.0 REASONS FOR CAPITAL EXPENDITURE NET DECREASE

4.1 The main reasons for the net decrease of £335,000 can be summarised as follows:

	£000
<u>Budget Adjustments:</u>	
Carriageway Resurfacing	(30)
CP Monitoring Equipment	(50)
Weather Monitoring Equipment	(30)
Bridge Office Refurbishment	(50)
Lift Replacement	(50)
LED Lighting to Bridge and Fife Car Park	90
CFCR: Miscellaneous Projects	(30)
CFCR: Gantry Miscellaneous	55
CFCR: Paintwork to Box Girders	(50)
<u>Slippage into 2019/2020:</u>	
Inspection of Columns & Piers	(150)
LED Lighting to Bridge and Fife Car Park	(40)
Total Budget Adjustments	<u>(335)</u>

5.0 RISK ASSESSMENT

- 5.1 There are a number of risks which may have an impact on the Capital expenditure programme. 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.

6.0 CONCLUSION

- 6.1 The Board's 2018/2019 capital programme is showing a projected capital spend of £745,000 which will be funded from the current year's Scottish Government grant, unspent Capital Grant carried forward from previous years and Capital Funded from Current Revenue.
- 6.2 The 2018/2019 capital expenditure programme will continue to be monitored on a regular basis throughout the remainder of the current financial year.

7.0 POLICY IMPLICATIONS

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

8.0 CONSULTATIONS

- 8.1 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.

9.0 BACKGROUND PAPERS

- 9.1 None.

GREGORY COLGAN
TREASURER

20 NOVEMBER 2018

TAY ROAD BRIDGE JOINT BOARD

TABLE 1: CAPITAL EXPENDITURE MONITORING - 7 MONTHS TO 31 OCTOBER 2018

<u>Expenditure</u>	<u>Capital Budget 2018/19 £000</u>	<u>Slippage from 2017/18 £000</u>	<u>Budget Adjust £000</u>	<u>Slippage into 2019/20 £000</u>	<u>Revised Capital Budget 2018/19 £000</u>	<u>Actual to 31 Oct 2018 £000</u>	<u>Projected Outturn 2018/19 £000</u>	<u>Variance from Budget £000</u>
								-
Carriageway Resurfacing	50	-	(30)	-	20	-	20	-
CP Monitoring Equipment	200	-	(50)	-	150	19	150	-
Weather Monitoring Equipment	30	-	(30)		-	-	-	-
Inspection of Columns & Piers	150	-	-	(150)	-	-	-	
Replacement of Expansion Joints	25	-	-	-	25	5	25	-
Bridge Office Refurbishment	100	-	(50)	-	50	1	50	-
Lift Replacement	150	-	(50)	-	100	53	100	-
New Switch Gear	250	-	-	-	250	44	250	-
LED Lighting to Bridge and Fife Car Park	-	-	90	(40)	50	-	50	
Miscellaneous Projects (CFCR)	50	-	(30)	-	20	8	20	-
Gantry – Miscellaneous (CFCR)	25	-	55	-	80	8	80	-
Paintwork to Box Girders (CFCR)	50	-	(50)	-	-	-	-	-
Total Gross Expenditure	<u>1,080</u>	<u>-</u>	<u>(145)</u>	<u>(190)</u>	<u>745</u>	<u>138</u>	<u>745</u>	<u>-</u>
Funded by:	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
Capital Grant 2017/2018	750	-	-	(105)	645	438	645	-
Unapplied Capital Grant brought forward from Previous Years	205	-	(120)	(85)	-	-	-	-
Capital Funded from Current Revenue (CFCR)	125	-	(25)	-	100	16	100	-
Total Funding	<u>1,080</u>	<u>-</u>	<u>(145)</u>	<u>(190)</u>	<u>745</u>	<u>454</u>	<u>745</u>	<u>-</u>

TABLE 2: Unapplied Capital Grant Projected Carry Forward:

	<u>£000</u>
Unapplied Capital Grant Brought Forward	1,548
<u>Add:</u> Capital Grant Received 2018/2019	750
<u>Less:</u> Capital Grant Utilised 2018/2019	(645)
Unapplied Capital Grant Carried Forward to 2019/2020	<u>1,653</u>

ITEM No ...9.....

REPORT TO: TAY ROAD BRIDGE JOINT BOARD - 3 DECEMBER 2018
REPORT ON: REVENUE BUDGET 2019/2020 TO 2021/2022
JOINT REPORT BY: TREASURER AND BRIDGE MANAGER
REPORT NO: TRB 23-2018

1.0 PURPOSE OF REPORT

1.1 To appraise Board Members on the proposed Tay Road Bridge Revenue Budget for the financial years 2019/2020 to 2021/2022.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Board approve the Revenue Budget for 2019/2020 subject to confirmation of grant funding by the Scottish Government and note the provisional Revenue Budget for 2020/2021 and 2021/2022.

3.0 FINANCIAL IMPLICATIONS

3.1 The Board's 2019/2020 Revenue Budget shows a budgeted surplus of £115,000 which is arrived at after assuming receipt of a Resource Grant from the Scottish Government of £1,700,000. It should be noted that from the estimated annual surplus of £115,000 the Board plan to incur £150,000 on minor improvement works (CFCR). The effect of the above expenditure would result in a Net Deficit of £35,000 for 2019/2020. The General Fund Reserve balance is projected to be £1,160,591 as at 31 March 2020.

4.0 REVENUE BUDGET 2019/2020 TO 2021/2022

4.1 The budget for staff costs includes a provision for the estimated pay award of 3% for each of the financial years 2019/2020 to 2021/2022. The budget also takes into consideration the effects of staff turnover whereby leavers who were employed at the top of their salary scales have been replaced by new starters who are employed at the lowest increment on the salary scale. It also takes into account the increased Scottish Living Wage.

4.2 The triennial actuarial valuation of the Tayside Pension Fund was carried out in 2017 and took effect from 1 April 2018. This valuation exercise has resulted in an unchanged employer's contribution rate of 17%.

4.3 No general inflationary increase on non-staff costs has been allowed for in the 2019/2020 Revenue Budget. A 1% general inflationary increase on non-staff costs have been allowed for in 2020/2021 and 2021/2022 and specific allowances have been made for anticipated increases or decreases in individual budgets.

4.4 The three yearly Revenue Budget has been prepared in accordance with previous years' budgets. A copy of the detailed Revenue Budget 2019/2020 to 2021/2022 is enclosed at Appendix A.

4.5 The Scottish Government's Comprehensive Budget announcement will be on 12 December 2018. Indicative discussions suggest that the level of funding will remain constant for 2019/2020. However there is no guarantee that this level of funding will be maintained in future years.

5.0 CAPITAL FUNDED FROM CURRENT REVENUE (CFCR)

5.1 Once the ongoing revenue expenditure has been met from the Scottish Government Resource Grant, then the Board may fund minor Capital works on the Bridge. The proposed minor improvement works to be funded in this manner are detailed in Appendix B.

6.0 RESERVES AND BALANCES

6.1 Section 12(1) of the Local Government in Scotland Act 2003 states that "It is the duty of a local authority to observe proper accounting practices". CIPFA have previously issued guidance on Local Authority Reserves and Balances (including updates in November 2008 and July 2014), and this guidance is considered to constitute proper accounting practice. The key requirements of the guidance, as they affect the Board, are two-fold:

- i the setting out of a clear protocol covering the purpose, utilisation, management, control and review of reserves and balances.
- ii the inclusion in the annual budget report of a statement on reserves and balances detailing the proposed strategy over the budget period, after taking into account the strategic, operational and financial risks facing the Board.

6.2 The Board agreed report TRB 25-2009 Guidance on Reserves and Balances on 14 December 2009. This report included a protocol for the operation of the Board's Reserves and Balances, thereby addressing the first key requirement detailed in paragraph 5.1 above. The proposed protocol includes the following element which in itself addresses the second key requirement detailed in paragraph 5.1 above:

In the Annual Budget report that is considered by the Board, the Treasurer shall include the following:

- i a note highlighting the estimated opening and closing General Reserve balances for the financial year ahead.
- ii a note advising as to the adequacy of the General Reserve balances over the budget period(s) under consideration, after taking into account the strategic, operational and financial risks facing the Board.
- iii a note reporting on the annual review of earmarked Reserves.

6.3 In accordance with the element of the proposed protocol that relates to the annual budget report, the following statements are made by the Treasurer:

- i The Board's Revenue Expenditure is fully funded by grant and any underspend achieved will result in unspent grant being carried forward, with the agreement of the Scottish Government, to fund future years' Revenue Expenditure. The underspend achieved in 2017/2018 and previous years resulted in a Revenue Grant Balance carried forward into 2018/2019 of £1,022,616. This balance will be used to fund any overspend in the current financial year before any contributions are made from the General Reserve Balance.

The 2018/2019 Revenue monitoring currently projects a £61,000 surplus.

Taking the above factors into account, the level of Revenue Grant Balance carried forward at 31 March 2019 is projected to be £1,083,616.

The Board's Audited Statement of Accounts 2017/2018 showed a General Reserve Balance of £1,160,591 at 31 March 2018.

The level of uncommitted General Reserve Balances at 31 March 2019 is estimated at £1,160,591. There are no further known expenditure commitments or additional income that would materially affect this projected balances figure.

- ii after taking into account the strategic, operational and financial risks facing the Board it is considered that the minimum level of uncommitted balances that the Board should maintain is £800,000 in order to provide a contingency against unexpected events and to also act as a working balance to minimise overdraft positions resulting from uneven cash flows.
- iii the Board's earmarked reserve (i.e. the Capital Grants Unapplied Reserve) has been reviewed and is considered to be adequate for its intended purpose.

7.0 RISK ASSESSMENT

7.1 In preparing the Board's Annual Revenue Budget the Treasurer considered the key strategic, operational and financial risks faced by the Board over this period.

7.2 The main risk factors considered were:

- the possibility of new cost pressures or responsibilities emerging during the course of the financial year.
- anticipated changes in service provision.
- the certainty of significant income streams.
- the inherent uncertainty surrounding matters such as interest rates and price inflation.
- the possibility of major items of unforeseen expenditure.
- the possibility of identifying further budget savings and efficiencies, if required.
- the adequacy of the Board's insurance arrangements.

7.3 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 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.
- the possibility of identifying new income streams during the year.

8.0 POLICY IMPLICATIONS

8.1 None

9.0 CONSULTATIONS

9.1 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.

10.0 BACKGROUND PAPERS

10.1 None

GREGORY COLGAN
TREASURER

20 NOVEMBER 2018

REVENUE BUDGET 2019/2020 TO 2021/2022**APPENDIX A**

	2018/2019 Budget £	2018/2019 Projected £	2019/2020 Budget £	2020/2021 Budget £	2021/2022 Budget £
<u>Administration</u>					
Staff	182,331	182,331	183,288	188,787	194,450
Property	31,000	31,000	33,150	33,482	33,816
Supplies & Services	153,767	133,767	137,043	138,413	139,798
Transport	975	975	975	985	995
Third Party Payments	<u>91,453</u>	<u>91,453</u>	<u>93,375</u>	<u>94,309</u>	<u>95,252</u>
	<u>459,526</u>	<u>439,526</u>	<u>447,831</u>	<u>455,976</u>	<u>464,311</u>
<u>Operations</u>					
Staff	482,643	482,643	489,898	504,595	519,733
Supplies & Services	<u>15,700</u>	<u>10,700</u>	<u>10,700</u>	<u>10,807</u>	<u>10,915</u>
	<u>498,343</u>	<u>493,343</u>	<u>500,598</u>	<u>515,402</u>	<u>530,648</u>
<u>Plant & Equipment</u>					
Property	24,000	24,000	28,500	28,785	29,073
Supplies & Services	183,500	169,500	177,900	179,679	181,476
Transport	32,750	32,750	34,450	34,795	35,142
Third Party Payments	<u>21,250</u>	<u>6,250</u>	<u>18,750</u>	<u>18,938</u>	<u>19,127</u>
	<u>261,500</u>	<u>232,500</u>	<u>259,600</u>	<u>262,196</u>	<u>264,818</u>
<u>Bridge Maintenance</u>					
Staff	288,294	298,294	305,484	302,287	311,358
Property	38,000	28,000	32,000	32,320	32,643
Supplies & Services	59,050	59,050	52,950	53,480	54,014
Transport	550	550	300	303	306
Third Party Payments	<u>24,750</u>	<u>24,750</u>	<u>21,850</u>	<u>22,069</u>	<u>22,289</u>
	<u>410,644</u>	<u>410,644</u>	<u>412,584</u>	<u>410,459</u>	<u>420,610</u>
GROSS EXPENDITURE	<u>1,630,013</u>	<u>1,576,013</u>	<u>1,620,613</u>	<u>1,644,033</u>	<u>1,680,387</u>
<u>Income</u>					
Scottish Government Resource Grant	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Interest on Revenue Balances	14,400	26,400	25,000	25,000	25,000
Kiosk Rent	10,213	10,213	10,213	10,213	10,213
Miscellaneous	<u>400</u>	<u>400</u>	<u>400</u>	<u>400</u>	<u>400</u>
GROSS INCOME	<u>1,725,013</u>	<u>1,737,013</u>	<u>1,735,613</u>	<u>1,735,613</u>	<u>1,735,613</u>
TOTAL NET REVENUE EXPENDITURE / (INCOME)	<u>(95,000)</u>	<u>(161,000)</u>	<u>(115,000)</u>	<u>(91,580)</u>	<u>(55,226)</u>

CAPITAL FUNDED FROM CURRENT REVENUE (CFCR)

	2018/2019 Budget £	2018/2019 Projected £	2019/2020 Budget £	2020/2021 Budget £	2021/2022 Budget £
Miscellaneous Projects	50,000	20,000	100,000	100,000	100,000
Gantry Miscellaneous	25,000	80,000	25,000	25,000	25,000
Paintwork to Box Girders	<u>25,000</u>	<u>-</u>	<u>25,000</u>	<u>25,000</u>	<u>-</u>
TOTAL CFCR `	<u>125,000</u>	<u>100,000</u>	<u>150,000</u>	<u>150,000</u>	<u>125,000</u>
TOTAL NET DEFICIT / (SURPLUS) MET FROM GENERAL RESERVE BALANCES	<u>30,000</u>	<u>(61,000)</u>	<u>35,000</u>	<u>58,420</u>	<u>69,774</u>

ITEM No ...10.....

REPORT TO: TAY ROAD BRIDGE JOINT BOARD - 3 DECEMBER 2018
REPORT ON: CAPITAL PLAN 2019/2020 TO 2021/2022
REPORT BY: TREASURER
REPORT NO: TRB 24-2018

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to approve the Board's Capital Plan for the period 2019/2020 to 2021/2022 inclusive.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Board approve the Capital Plan as detailed in Appendix A of this report subject to confirmation of grant funding by the Scottish Government.

3.0 FINANCIAL IMPLICATIONS

3.1 The Abolition of Bridge Tolls (Scotland) Act 2008 received Royal Assent on 24 January 2008. From 1 April 2008 the Board's annual capital expenditure programme has been financed through a Scottish Government Capital Grant.

3.2 The revised capital programme and agreed capital grant funding which are highlighted in Appendix A, show planned expenditure and income as follows:

<u>Financial Year</u>	<u>Capital Budget £000</u>	<u>Grant Funding £000</u>
2019/2020	1,795	750
2020/2021	5,094	tbc
2021/2022	7,080	tbc

3.3 The Bridge Manager and the Engineer to the Board have prepared the 3 year Capital Plan which is detailed in Appendix A of this report.

3.4 Appendix A also shows the agreed capital grant funding from the Scottish Government and the respective funding deficits in each financial year which will need to be the subject of further discussions with the Scottish Government.

4.0 RISK ASSESSMENT

4.1 There are a number of risks which may have an impact on the Capital Budget programme. The main areas of risk are set out below, together with the mechanisms in place to help mitigate these risks.

4.2 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.

- 4.3 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.
- 4.4 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.
- 4.5 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.
- 4.6 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.
- 4.7 The level of Capital Grant received from the Scottish Government may be impacted by budgetary constraints in future financial statements.

5.0 POLICY IMPLICATIONS

- 5.1 None

6.0 CONSULTATIONS

- 6.1 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.

7.0 BACKGROUND PAPERS

- 7.1 None

GREGORY COLGAN
TREASURER

20 NOVEMBER 2018

TAY ROAD BRIDGE JOINT BOARD**PROPOSED CAPITAL EXPENDITURE PROGRAMME 2019/2020 - 2021/2022**

Project Title	Projected	2019/20	2020/21	2021/22
	Outturn			
	2018/19	£000	£000	£000
	£000			
New Vehicles	-	30	-	30
Carriageway Resurfacing	20	200	3,600	3,600
CP Monitoring Equipment	150	-	-	-
CP Hardware	-	250	-	-
CP Replacement	-	-	-	250
Inspection of Columns and Piers	-	300	-	-
Replacement of Expansion Joints	25	25	750	750
Major Paintwork to Box Girders	-	-	-	100
Bridge Office Refurbishment	50	700	394	-
Lift Replacement	100	-	-	-
New Switch Gear	250	-	-	-
LED Lighting to Bridge & Fife Car Park	50	40	-	-
New Gantries	-	100	175	2,000
Scour Protection	-	-	25	225
Paintwork to Box Girders (CFCR)	-	25	25	-
Gantry – Miscellaneous (CFCR)	80	25	25	25
Miscellaneous Projects (CFCR)	<u>20</u>	<u>100</u>	<u>100</u>	<u>100</u>
	<u>745</u>	<u>1,795</u>	<u>5,094</u>	<u>7,080</u>
Funded by				
Capital Grant	645	750	tbc	tbc
Capital Grant carried forward from previous years	-	895	758	-
Capital Funded from Current Revenue (CFCR)	100	150	150	125
Capital Receipts	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>745</u>	<u>1,795</u>	<u>908</u>	<u>125</u>
Additional Capital Funding Required	<u>-</u>	<u>-</u>	<u>4,186</u>	<u>6,955</u>

ITEM No ...11.....

REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 3 DECEMBER 2018

REPORT ON: RESPONSE TO INTERNAL AUDITOR'S REPORT ON COMPLIANCE WITH LEGISLATION

REPORT BY: THE BRIDGE MANAGER

REPORT NO: TRB 29 - 2018

1.0 PURPOSE OF REPORT

1.1 This report is in response to Internal Audit Report No. 2019/02, prepared by the Board's Internal Auditor, Henderson Loggie, on the Board's Compliance with Legislation performance. A copy of the Internal Auditor's report is included within the Board's papers.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Board:-

- i) Endorse this report as the formal response to the Internal Auditor's report No. 2019/02 (which is attached as Appendix 1 to this report); and
- ii) Instruct the Clerk and Bridge Manager to implement the Internal Auditor's recommendation as set out in paragraphs 5.1.

3.0 FINANCIAL IMPLICATIONS

3.1 There are no financial implications associated with this report.

4.0 BACKGROUNDIntroduction

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 2019/02 Compliance with Legislation was reviewed in November 2018 in line with the strategic plan.

5.0 REPORT**5.1 Internal Auditor's Report 2019/02**

Overall no significant issues identifying major internal control weaknesses were identified. The report concluded that the systems met control objectives and provided good assurance. One Priority 3 recommendation (routine, less significant actions not requiring urgent action) to update the Byelaws to reflect current legislation was made, referencing updates to the following legislation:

5.2 Road Vehicles (Construction and Use) Regulations 1986 has been superseded by amended legislation issued in 2018.

5.3 Motor Vehicles (Authorisation of Special Types) General Order 1979 was amended in 2003.

5.4 The report also acknowledged the meeting arranged in November 2018 between the Bridge Manager and the Data Compliance Officer of Dundee City Council to confirm that the Board's Complaint Procedures, Data Protection and CCTV Procedures and Freedom of Information Policies are in line with current GDPR legislation.

6.0 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.

7.0 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.

8.0 BACKGROUND PAPERS

None.

**ALAN HUTCHISON
BRIDGE MANAGER
23 NOVEMBER 2018**

Tay Road Bridge Joint Board

Compliance with Legislation

Internal Audit Report No: 2019/02

Draft Issued: 23 November 2018

Final Issued: 23 November 2018

LEVEL OF ASSURANCE

Good

Contents

Page No.

Section 1	Overall Level of Assurance	1
Section 2	Risk Assessment	1
Section 3	Background	1
Section 4	Scope, Objectives and Overall Findings	1 - 2
Section 5	Audit Approach	3
Section 6	Summary of Main Findings	3
Section 7	Acknowledgements	3
Section 8	Findings and Action Plan	4 - 8

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:

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

Action Grades

Priority 1	Issue subjecting the organisation to material risk and which requires to be brought to the attention of the Joint Board.
Priority 2	Issue subjecting the organisation to significant risk and which should be addressed by the Board Officers.
Priority 3	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 (risk rating: medium)

3. Background

As part of the Internal Audit programme at the Tay Road Bridge Joint Board ('the Board') for 2018/19 we carried out a review of the Board's arrangements for ensuring compliance with legislation. 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.

4. Scope, Objectives and Overall Findings

This audit involved a high-level review of the processes in place within the organisation for the maintenance of policies and procedures.

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

4. Scope, Objectives and Overall Findings (continued)

Objective	Findings		
	1	2	3
The specific objectives of the audit were to ensure that:			
		No. of Agreed Actions	
1. There is a consistent approach in place for the creation, amendment, approval and distribution of policies and procedures.	Good	0	0
2. All policies and procedures are reviewed, and updated where necessary, on a periodic basis.	Good	0	1
3. Outwith the normal review cycle there is a process to identify changes in legislation and update policies and procedures on a timely basis.	Good	0	0
4. Policies and procedures in place cover all appropriate areas and are considered adequate.	Good	0	0
5. Staff have access to policies and procedures and are aware of their requirements.	Good	0	0
6. Processes are in place to ensure that policies are equalities impact assessed to ensure they meet the requirements of the Equalities Act 2010.	Good	0	0
Overall Level of Assurance	Good	0	1
		System meets control objectives	

5. Audit Approach

From discussion with the Bridge Manager, and the Administrative Officer, we established the process in place for the creation, amendment, approval and distribution of policies and procedures and considered whether these arrangements were in line with good practice. We also considered whether the policies and procedures in place cover all relevant areas expected by legislation and good practice.

6. Summary of Main Findings

Strengths

- Our review identified that the Board does not have a definitive list of all legislation impacting on the Board's activities. However, following discussions with the Bridge Manager, and a review of the existing practices and policies, we consider the existing process to be adequate.
- A Service Level Agreement (SLA) is in place with Dundee City Council (DCC) which covers legal, finance, HR and payroll. Any changes to legislation in these areas are notified to the Board by DCC and policies and procedures are updated accordingly.
- Overall, we found that the policies and procedures in place covered all expected areas and were considered to be adequate.

Weaknesses

- We noted that the Data Protection Policy, Freedom of Information Policy, Complaints Procedure and Recruitment Policy were beyond the scheduled review date. However, we were advised that the Bridge Manager is scheduled to review these policies and a meeting with DCC's Information Governance Manager will be held before the end of 2018 to ensure that the wording of these policies is in line with the EU's GDPR and the UK Data Protection Act 2018; and
- We reviewed the TRBJB Byelaws, which detail the powers conferred to the Board under the Tay Road Bridge Order Confirmation Act 1991. We found these to include references to toll booths, which were abolished in 2008, and to legislation which has been superseded.

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: There is a consistent approach in place for the creation, amendment, approval and distribution of policies and procedures.

Any new or amended policies are drafted by the Bridge Manager and are then forwarded to the Clerk and Treasurer for review and comment. The Board has a Service Level Agreement (SLA) in place with Dundee City Council (DCC) for legal, personnel and financial services. The SLA was refreshed during 2018 to specifically reference data protection advice, which is provided by DCC's Information Governance Manager. To ensure that new or amended policies are compliant with extant legislation, draft policies are shared for review with the relevant department within Dundee City Council. Policies are then presented to the Joint Board for approval before being made publicly available via the Board's website.

Where applicable, staff handbooks are updated with new or amended policies. Copies of staff related policies and procedures, and other internal documents are available to all staff on the Board's computer network.

To ensure that policies and procedures are periodically refreshed, in accordance with the Boards review cycle, the Bridge Manager maintains a control sheet which includes all policies and procedures, the date of the last review, the document version and the date when the next review is due.

Our review identified that the Board does not have a definitive list of all legislation impacting on the Board's activities. However, following discussions with the Bridge Manager, and a review of the existing practices and policies, we consider the existing process to be adequate.

Objective 2: All policies and procedures are reviewed, and updated where necessary, on a periodic basis; and

Objective 3: Outwith the normal review cycle there is a process to identify changes in legislation and update policies and procedures on a timely basis.

The Board keep up to date with changes to legislation in a number of ways. The SLA in place with DCC covers legal, finance, HR and payroll. Any changes to legislation in these areas are notified to the Board by DCC staff and policies and procedures are updated accordingly.

The main area of legislation impacting on the Board is Health and Safety. The Board pay an annual fee to an external agency, Wolten Klumer, which provides access to regular newsletters and emails to keep the Board up to date with Health and Safety news and changes to legislation and also provide the Board with access to online Health & Safety training modules.

As part of our audit work, we reviewed the policies and procedures control sheet to identify document revision dates and confirmed these through review of current policies and procedures to ensure that these had been updated in line with the Board's review cycle. We also performed a high-level review of policies and procedures to ensure that they are up to date in terms of legislation. Our review noted that most policies appear adequate and have recently been reviewed and updated by the Bridge Manager and approved by the Joint Board. We noted that the Data Protection Policy, Freedom of Information Policy, Complaints Procedure and Recruitment Policy were beyond the scheduled review date. However, we were advised that the Bridge Manager is scheduled to review these policies and a meeting with DCC's Information Governance Manager will be held before the end of 2018 to ensure that the wording of these policies is in line with the EU's GDPR and the UK Data Protection Act 2018. It is anticipated that these updated policies will be presented to the March 2019 Joint Board Meeting for consideration and approval.

**Tay Road Bridge Joint Board
Compliance with Legislation**

Objective 2: All policies and procedures are reviewed, and updated where necessary, on a periodic basis; and

Objective 3: Outwith the normal review cycle there is a process to identify changes in legislation and update policies and procedures on a timely basis (continued).

Observation	Risks	Recommendation	Management Response		
<p>We reviewed the TRBJB Byelaws, which detail the powers conferred to the Board under the Tay Road Bridge Order Confirmation Act 1991. We found these to include references to toll booths, which were abolished in 2008, and to legislation which has since been superseded, including:</p> <ul style="list-style-type: none"> Road Vehicles (Construction and Use) Regulations, 1986: this has been superseded by amended legislation issued in 2018; and Motor Vehicles (Authorisation of Special Types) General Order, 1979; which was last amended in 2003. 	<p>The Board’s Byelaws do not accurately reflect current legislation.</p>	<p>R1 Ensure that a review is conducted to inform the legal process required to make sure that the Tay Road Bridge Joint Board Byelaws are updated to reflect current legislation.</p>	<p>The Bridge Manager has agreed with Legal that a review will be undertaken during 2019.</p> <p>To be actioned by: Clerk/Bridge Manager</p> <p>No later than: 30 June 2019</p>		
			<table border="1" style="width: 100%;"> <tr> <td style="background-color: #4F81BD; color: white; width: 60%;">Grade</td> <td style="background-color: #76B82A; color: white; text-align: center; width: 40%;">3</td> </tr> </table>	Grade	3
Grade	3				

Objective 4: Policies and procedures in place cover all appropriate areas and are considered adequate.

Our review confirmed that, subject to the update of the minor referencing issues contained in the Board's Byelaws noted above, the policies and procedures in place covered all expected areas and were considered to be adequate.

Objective 5: Staff have access to policies and procedures and are aware of their requirements.

Staff are made aware of the Board's policies and procedures in the staff handbook and have access to these on the staff computer network or copies can be requested from the Administration Officer. We were advised that where staff appraisals or staff disciplinary procedures identify non-compliance or breach of the Board's policies or procedures then staff are formally reminded or are provided with targeted refresher training on the relevant policy or procedure.

Objective 6: processes are in place to ensure that policies are equalities impact assessed to ensure they meet the requirements of the Equalities Act 2010.

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 places a specific duty on a public body to:

- publish a report on the progress it has made to make the equality duty integral to the exercise of its functions so to better perform that duty;
- assess the impact of proposed new or revised policies and practice against the needs of the general equality duty;
- publish a set of equality outcomes which it considers will enable it to better perform the Equality Duty (e.g. publish new equality outcomes every four years);
- publish a report on the composition, recruitment, development and retention of employees with respect to the number and relevant protected characteristics of employees;
- publish its equality reports in a manner that is accessible to the public;
- as far as practicable equality reports should use existing public performance reporting systems;
- report every two years on the progress made to achieve the equality outcomes; and
- have due regard that relevant public procurement agreements, conditions should include considerations to enable the body to better perform the equality duty.

The Board has produced a Mainstreaming Equality Report 2017-2019, which is available on the Board's website. It states that '*all policies adopted by the Board are assessed for their impact on Equalities issues by means of Equalities Impact Assessments where appropriate using Dundee City Council guidance.*' As previously noted above, an SLA is in place between the Board and DCC which covers legal and employment services.

REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 3 DECEMBER 2018

REPORT ON: INTRODUCTION OF STRATEGIC PLAN

REPORT BY: BRIDGE MANAGER

REPORT NO: TRB 28 - 2018

1.0 PURPOSE OF REPORT

- 1.1 To seek Joint Board approval to implement a Strategic Plan that shows a clear link between the Board's strategic objectives and its revenue budgets following a recommendation made by the external auditor following their audit of the Joint Board for the year ended 31 March 2018.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Joint Board agree to implement a Strategic Plan that includes key performance measures to provide a clear link between revenue budgets and the Board's strategic objectives.

3.0 FINANCIAL IMPLICATIONS

None.

4.0 SUSTAINABILITY POLICY IMPLICATIONS

- 4.1 There are no Sustainability Policy implications of relevance to this report.

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1 There are no equal opportunities implications of relevance to this report.

6.0 IMPLICATIONS TO BRIDGE USERS

- 6.1 There are no implications for bridge users arising from this report.

7.0 BACKGROUND

- 7.1 At the September 2018 meeting of the Tay Road Bridge Joint Board, the Board instructed the Treasurer to monitor the implementation of the External Auditor's recommendations for improvement noted in the external auditor's report for year ending 2017/2018, and included in the papers at Item 8 (b) - Report number TRB -18 Response to External Auditor's Annual Report on the 2017/2018 Audit of Tay Road Bridge Joint Board. The Audit Scotland recommendation was that the Board formulate a Strategic Plan with key measurable outcomes to provide a clear link between the revenue budgets and the Board's strategic objectives. The proposed Strategic Plan is included at Appendix 1.

8.0 CONSULTATIONS

- 8.1 The Clerk, Treasurer and Engineer to the Board have been consulted in the preparation of this report and are in agreement with the contents. Unions have been issued the Policy and have made no comment.

9.0 BACKGROUND PAPERS

None.

Alan Hutchison
Bridge Manager
23 November 2018

Appendix 1



Tay Road Bridge

TAY ROAD BRIDGE JOINT BOARD

Strategic Plan 2019-2024

Prepared by:	Alan Hutchison
Reviewed by:	F Wilson

Document Reference:	TRB 27 rev 0
Approved for Issue:	R Mennie Clerk
Date:	3 December 2018

1.0 **INTRODUCTION**

The Tay Road Bridge is 2250m in length and spans the estuary of the river Tay between Dundee and Newport-on-Tay.

The main structure comprises 42 spans the majority of which are 55m in length increasing to 76.3m at the four navigation channels and reducing to 24.4m at the Dundee end.

The roadway comprises dual carriageways 6.7m wide with a 3m wide central walkway/cycleway and rises at a gradient of 1 in 81 from a height of 9.7m above sea level at the Dundee end to 38m at the Fife end to provide clearance at the navigation channels.

Concrete piers in the river support twin concrete columns of parabolic shape that vary in height from 5.5m at the Dundee end to 30.5m at the Fife end. The twin columns support twin hollow steel box girders 3.65m wide and 3m deep, which in turn support a 300mm thick composite concrete slab carrying the roadway.

The Tay Road Bridge Joint Board (the Board) comprises of six councillors from Dundee City Council, five from Fife Council and one from Angus Council.

The Board is responsible for the operation, management and maintenance of the bridge. Finance for operation, maintenance and repair of the Tay Road Bridge is provided direct from the Scottish Government.

The Board appoints a Clerk, a Treasurer, an Engineer and a Bridge Manager to administer and manage its affairs.

Full meetings of the Tay Road Bridge Joint Board are generally held once every three months to discuss business and the papers and minutes of these meetings are published on the Bridge Board's website.

This document sets out the Board's strategic framework and goals for the period April 2019 to March 2024. This document will be supported by the management commentary contained within the Annual Accounts presented to the Tay Road Bridge Joint Board and will document progress being taken towards the strategic goals.

2.0 **STRATEGIC FRAMEWORK**

Mission

The Tay Road Bridge Joint Board's mission is to provide the travelling public with safe, reliable and efficient crossing of the River Tay through the operation, maintenance and improvement of the Tay Road Bridge.

Values

Respect

- ensuring an inclusive approach to balance sometimes competing needs

Excellence

- providing good service and routine reliability of service

Creativity

- identifying innovative and value for money solutions

Integrity

- the proper stewardship of public assets and funds

Openness

- engagement with communities and transparent decision making

Ownership

- taking responsibility for issues and where necessary, implementing solutions

Teamwork

- working together to deliver the service and contribute to the area's transport needs

2.1 **Measuring Success**

- Achieve very high levels of service reliability and predictability.
- Ensure an injury free workplace and offer a safe and secure environment for service users.
- Remain financially sustainable.
- Maintain recognition that the organisation is a high performing organisation amongst peers and comparator organisations.
- Adopt appropriate and innovative technologies that promote safety and assist traffic management.
- Maintain an appropriately trained and well-motivated workforce that is capable of delivering strategic and operational goals.
- Maximise the life of the bridge through appropriate and timely maintenance.
- Show transparency in decision making and adapting governance arrangements to support that aim.
- Support the wider transportation policies of the Tayside and Central Scotland Transport Partnership (Tactran)

2.2 **Financial Stability**

The Tay Road Bridge Joint Board liaise with Scottish Government through Transport Scotland to agree major capital projects which significantly improve the facilities or extend the operating life of existing assets. A balance will be sought between smoothing the cost of such works over time and the extended financial commitment this requires.

2.3 A Safe Reliable and Appropriate Service

The Board recognises the strategic importance of the crossing to the region, and the reliance users place on the crossing to live their lives normally and fully. In planning services, programming maintenance and anticipating improvements the organisation recognises the wider impacts of restrictions on capacity. The Board plans services with consideration to these broader contexts.

2.4 Maintaining the Assets

Maintenance programmes are designed to ensure that assets achieve the maximum achievable lifespan and continue to provide appropriate service to contemporary standards and expectations.

A conservative approach is taken towards routine maintenance, given the appreciation of the impact of any unreliability in service.

Major projects are structured in such a way that the impact on users is minimised, whilst maintaining value for money and accounting for safety considerations.

2.5 A Responsible and Accountable Organisation

The Board recognises its public responsibilities and the fundamental way in which access to the crossing is an essential part of users' lives and the way in which organisations operate and deliver services or do business.

Decisions will continue to be taken in a consultative and collaborative way, involving stakeholders wherever appropriate. The Board will continue to work in a transparent way and develop communication routes and methods so that stakeholders can identify progress and track the decision making progress.

3.0 TRENDS, ASSUMPTIONS AND CHALLENGES DURING THE PERIOD OF THE PLAN

3.1 Economic, Business and Consumer Environment

- a relatively stable and benign environment is assumed;
- no significant change is anticipated in the transport environment (there will be no significant switch from the private motor car);
- the way in which work is undertaken will continue to develop over the period.

3.2 Demographics

- the £1bn Dundee Waterfront Project will continue to be developed over the period of this plan.
- there is an anticipated increase in crossing users due to developments at the Dundee Waterfront, including the V & A Dundee, and this increase in traffic will be monitored and action plans developed as necessary to ensure the bridge remains fit for purpose. Traffic statistics are reported to the Board every quarter.

3.3 Regulation and Values

- no significant change in the general legislative environment is assumed.
- safety is predicted to be of increased importance, as is a respect for the environment;
- increased public demands for greater transparency from public bodies is anticipated as are more general demands for corporate responsibility;
- the Board regularly undertakes a review of its governance arrangements.

3.4 Technology

- there will be an increased reliance on technology;
- technology will begin to impact on transport towards the end of the period, including “smart” vehicles and shared ownership whilst “driverless” technologies will continue to progress;
- social and other e-media will expand, impacting on the relationship with users.

3.5 Risks

- there is increased uncertainty within the wider economic environment (eg. higher inflation, lower growth);
- demand may exceed or fall below forecasts creating pressure on capacity or finances;
- unexpected maintenance issues with aging infrastructure will be identified;
- governance structures will not be developed to keep pace with public expectation;
- user expectations will outstrip the Board’s capacities in terms of infrastructure and technology.

4.0 STRATEGIC GOALS

To progress our mission five strategic goals guide the Tay Road Bridge:

Meeting User Expectations

Ensuring continued reliability of journeys and providing modern interfaces with our users.

Fiscally Sustainable

Maintaining financial responsibility through effective and appropriate deployment of capital and revenue resources.

Transparent Governance and Clear Decision Making Processes

Fit for purpose governance arrangements with clear lines of responsibility and accountability that are transparent and clear to users and the general public.

A Modern, Diverse and Well Trained Workforce

Providing roles that are fit for purpose whilst offering a range of opportunities for as wide a cross-section of the potential workforce as the service provided allows.

Quality and Standards

Improve safety, maintenance and processes to deliver continuous improvement.

4.1 **Progressing our Strategic Goals**

Meeting User Expectations

Desired Outcomes

- Predictable journey times
- Minimising delays
- Modern and varied communications with users and stakeholders
- Engagement with the community

Strategies to Achieve Desired Outcomes

- Proactive maintenance programmes
- Monitoring usage and predicting future demand
- Actively engaging in social media
- Active engagement with schools, local authorities and social groups

Fiscally Sustainable

Desired Outcomes

- Revenues are sufficient to fund all revenue and capital funding requirements
- Timely and effective financial management
- Efficient and effective management, operations and maintenance activity
- Maintenance of appropriate, but not excessive financial reserves

Strategies to Achieve Desired Outcomes

- Maintain and routinely update long term financial models
- Proactive management of reserves
- Enhance budgeting and financial monitoring processes

4.2 **Transparent Governance and Clear Decision Making Processes**

Desired Outcomes

- Effective and transparent corporate oversight and challenge
- Positive, efficient and timely decision making processes
- Clarity of management accountabilities
- Transparency of how we do business.

Strategies to Achieve Desired Outcomes

- Ensure transparency of business by continuing to publish Board business papers, minutes of Board meetings and Board policies on the Tay Road Bridge Board's website.
- Review current governance arrangements.

4.3 **A Modern, Diverse and well Trained Workforce**

Desired Outcomes

- Employees capable of engaging positively with users to contribute to service delivery.
- A workforce that represents the demographics of the workforce in the surrounding areas
- Flexible opportunities that support long-term employment
- Investment in individuals

- Clear leadership of workforce

Strategies to Achieve Desired Outcomes

- Routinely reviewing terms and conditions
- Maintain a training programme
- Design training programmes for unique roles within the crossing
- Set challenging performance goals and manage performance against these goals
- Measure employee satisfaction and act on feedback

4.4 Quality and Standards

Desired Outcomes

- Extended life of the core assets– the bridge and inspection gantries
- An injury free workplace
- Improved public safety
- Service levels that meet the expectations of users and the communities reliant on the crossing
- Environmental responsibility

Strategies to Achieve Desired Outcomes

- Ensure relevant safety issues are including in training programmes
- Engage communities and provide feedback mechanisms

5.0 PERFORMANCE MANAGEMENT

Performance and service delivery is overseen in a variety of ways. Routine oversight of operational management is undertaken by the Tay Road Bridge Joint Board (TRBJB), with further scrutiny provided by internal and external auditors. The performance of the individual staff is monitored through appropriate supervision and a contemporary structural appraisal system.

Measurement of appropriate service delivery will be undertaken through the use of key performance indicators which will be reported annually to staff and the members of the TRBJB.

5.1 Key Performance Indicators (KPIs)

We will use key performance indicators to measure our general performance and success in achieving priorities for 2019-2024 and these KPIs are set out in the tables that follow.

Table 1 Safe Services

Description	KPI	Target	Why this is Important?
Accidents involving Members of the public	Number of accidents	Reduction on year	Public safety is paramount
Reportable incidents and minor accidents involving employees	Number of reportable incidents and accidents involving employees at the crossing	Minimise number of incidents and accidents	Need to mitigate risk to the lowest practicable level to avoid further accidents
Lost time - employees	Hours lost due to accidents per 100,000 hours worked	Reduction on year	Provides a measure of the safety of the work environment. Reduces costs associated with absence or reduced capability following accidents

Table 2 Reliable Services

Description	KPI	Target	Why this is Important?
Bridge traffic lane availability	Full lane availability	>95%	Measures success of traffic management and reliability of infrastructure. Ensuring that lanes are open is key to ensuring that journeys are predictable and reduces the risk of accidents

Table 3 Effective and Efficient Services

Description	KPI	Target	Why this is Important?
Expenditure	Variance against budgets	End of year within approved annual budget	Cost control, financial management, efficiency and value for money.
Complaints and Questions	Number Response time	At least 10% complaints less than previous year 100% of complaints and questions responded to within 10 working days	Indicator of user satisfaction. Those making complaints and asking questions remain aware that their comments are valued and investigations are prioritised. Presents correct image of TRBJB
Payment within 30 days of invoice date	% of invoices are paid within 30 days	100%	Indicator of good governance,
Staff sickness absence	Days absence per employee per annum	Average of <5 days	Reflects a healthy workforce and sound HR practices

5.2 Monitoring Indicators

- In addition to the key indicators that measure the TRBJB's performance, other indicators can provide information on aspects of service delivery but which are, by varying degrees, outside the control of the Board.
- The indicators shown in the table below will be monitored.
- Annual reviews will report the actions that will be taken in the course of the year that are likely to impact on these areas.

Description	Measure(s)	Why is this important to service users?	Why is this partly or wholly outside our control?
Road Traffic Collisions (RTCs) occurring on bridge and access ramps	No RTCs within Board controlled carriageways	We must provide a safe environment to users and our staff	Many RTCs are due largely to driver error

5.3 Performance Review

- Management meetings will take place regularly to review progress in relation to performance indicators and other issues. The Bridge Manager will report contemporary information regarding performance indicators to Tay Road Bridge Joint Board meetings.
- A summary of past year performance will form part of the Management commentary contained within the Annual Accounts presented to the Tay Road Bridge Joint Board at its autumn meeting.

5.4 Public Information

- Reports presented at Tay Road Bridge Joint Board meetings and the minutes of these meetings are made available through our website, and the undertaking complies with the Freedom of Information Act and the Access to Information legislation.

