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# *TAY ROAD BRIDGE JOINT BOARD*

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

TO: ALL MEMBERS OF THE TAY  
ROAD BRIDGE JOINT BOARD

Date 10th March 2025

Dear Member

**TAY ROAD BRIDGE JOINT BOARD**

You are requested to attend a meeting of the **TAY ROAD BRIDGE JOINT BOARD** to be held remotely on Monday, 17th March, 2025 at 10.00am.

The agenda and papers are enclosed.

Members of the Press or Public wishing to join the meeting should contact Committee Services on telephone (01382) 434211 or by email at [committee.services@dundeecity.gov.uk](mailto:committee.services@dundeecity.gov.uk) by no later than 12 noon on Friday, 14th March, 2025.

Please submit any apologies for absence to Laura Cunningham, Committee Services Officer on telephone (01382) 434211 or email [laura.cunningham01@dundeecity.gov.uk](mailto:laura.cunningham01@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 2nd December, 2024 is submitted for approval (copy attached).

**3 OPERATIONAL RESTRICTIONS AND CLOSURES - Page 5**

(Report No TRB01-2025 by the Bridge Manager, copy attached).

**4 PROPOSED CHANGES TO STAFFING STRUCTURE AT THE TAY ROAD BRIDGE - Page 9**

(Report No TRB02-2025 by the Bridge Manager, copy attached).

**5 UPDATE ON ENGINEERING WORKS - Page 17**

(Report No TRB03-2025 by the Bridge Manager, copy attached).

**6 STRATEGIC PLAN 2025 - 2030 - Page 19**

(Report No TRB04-2025 by the Bridge Manager, copy attached).

**7 TENDER REPORT – CATHODIC PROTECTION REPLACEMENT WORKS - Page 31**

(Report No TRB05-2025 by the Engineer to the Board, copy attached).

**8 REVENUE MONITORING – 10 MONTHS TO 31ST JANUARY, 2025 - Page 33**

(Report No TRB06-2025 by the Treasurer, copy attached).

**9 CAPITAL MONITORING – 10 MONTHS TO 31ST JANUARY, 2025 - Page 41**

(Report No TRB07-2025 by the Treasurer, copy attached).

**10 DATE OF NEXT MEETING**

The next meeting of the Joint Board will be held on Monday, 9th June, 2025 at 10.00am via MS Teams (unless otherwise advised).

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

At a MEETING of the **TAY ROAD BRIDGE JOINT BOARD** held remotely on 2nd December, 2024.

Present:-

Dundee City Council

Councillor Ken LYNN  
Baillie Fraser MACPHERSON  
Councillor Dorothy MCHUGH  
Councillor Lynne SHORT

Fife Council

Councillor James CALDER  
Councillor Fiona CORPS  
Councillor Jonny TEPP  
Councillor Ann VERNER

Also Present (Officers):-

Gary BRADY (Engineer)  
Robert EMMOTT (Treasurer)  
Andrew HERD (Transport Scotland)  
Alan HUTCHISON (Bridge Manager)  
Alan JOHNSTON  
Mark JOHNSTONE (Audit Scotland)  
Elaine MCKAY  
John MOIR (for Treasurer)  
Maureen MORAN (for Clerk)

Baillie Fraser MACPHERSON, Chairperson, in the Chair.

Apologies for absence were submitted on behalf of Councillor Altany Craik, Councillor Gary Holt, Councillor Louise Kennedy-Dalby, Councillor Allan Knox, Councillor Lloyd Melville, Councillor Steven Rome and Councillor Wendy Scullin.

**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 9th September, 2024 was submitted and approved.

**III                    ANGUS COUNCIL REPRESENTATIVE ON TAY ROAD BRIDGE JOINT BOARD**

It was reported that at a meeting of Angus Council held on 12th September, 2024 Councillor Kenny Braes resigned from the Tay Road Bridge Joint Board and it was agreed that he would be replaced by Councillor Lloyd Melville.

The Joint Board agreed to note the position.

The Joint Board further agreed to express thanks to Councillor Braes for his contribution to the Joint Board.

#### **IV OPERATIONAL RESTRICTIONS AND CLOSURES**

There was submitted Report No TRB32-2024 by the Bridge Manager, appraising the Joint Board of the number and nature of operational restrictions and closures applied between 1st August, 2024 to 31st October, 2024.

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

#### **V ENGINEERING UPDATE**

There was submitted Report No TRB31-2024 by the Engineer to the Board, advising the Joint Board on the current situation regarding planned engineering works on the bridge.

The Joint Board agreed to note the position on current progress.

The Joint Board further agreed to express thanks to all involved in the carriageway resurfacing.

#### **VI TENDER REPORT – NEW UNDER BRIDGE INSPECTION GANTRIES**

There was submitted Report No TRB34-2024 by the Engineer to the Board, seeking authorisation of the appointment of Spencer Bridge Engineering Ltd to carry out the design and installation of new under bridge inspection gantries.

The Joint Board agreed:-

- (i) that the Clerk to the Board be instructed to accept the offer of £5,140,171 to design, construct and install new under bridge inspection gantries on the east and west side of the bridge; and
- (ii) that the overall expenditure of £5,640,171 be authorised which included an allowance of £500,000 including fees and contingencies.

#### **VII HEALTH & SAFETY MONITORING 2024**

There was submitted Report No TRB33-2024 by the Bridge Manager, appraising the Joint Board of performance relating to Health & Safety in 2024.

The Joint Board agreed to note the outcomes of the report and to agree to findings of the review in paragraph 4.4 of the report.

#### **VIII 2023/2024 AUDITED ACCOUNTS**

##### **(a) EXTERNAL AUDITOR'S ANNUAL AUDIT REPORT**

- (i) Audit Scotland's Covering Letter

There was submitted and noted the covering letter from Audit Scotland.

- (ii) Proposed 2023/2024 Annual Audit Report

There was submitted and noted the Annual Audit Report on the Tay Road Bridge Joint Board for the year ended 31st March, 2024.

(b) **RESPONSE TO EXTERNAL AUDITOR'S ANNUAL REPORT ON THE 2023/2024 AUDIT OF TAY ROAD BRIDGE JOINT BOARD**

There was submitted Report No TRB30-2024 by the Treasurer, as a response 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, 2024.

The Joint Board agreed:-

- (i) to note the contents of the draft external auditor's report including the completed action plan at Appendix 1 and in particular that Audit Scotland had indicated that they would issue an unqualified audit opinion on the 2023/2024 Annual Accounts;
- (ii) to endorse the report as the Board's formal response to the external auditor's report;
- (iii) to instruct the Treasurer to arrange for the Audited Annual Accounts noted above to be signed and then returned to the external auditor; and
- (iv) to instruct the Treasurer thereafter to arrange for the Annual Accounts, including copies of all audit certificates to be published on the Board's website as soon as possible.

(c) **AUDITED ACCOUNTS FOR YEAR ENDED 31ST MARCH, 2024**

There was submitted and noted the Annual Accounts for the year ended 31st March, 2024.

**IX REVENUE MONITORING – 7 MONTHS TO 31ST OCTOBER, 2024**

There was submitted Report No TRB26-2024 by the Treasurer, appraising Board Members of the latest position regarding the Joint Board's 2024/2025 Revenue Budget.

The Joint Board agreed to note the content of the Revenue Monitoring Report as at 31st October, 2024.

**X CAPITAL MONITORING – 7 MONTHS TO 31ST OCTOBER, 2024**

There was submitted Report No TRB27-2024 by the Treasurer, appraising Board Members of the latest position regarding the Joint Board's 2024/2025 Capital Plan.

The Joint Board agreed to note the content of the Capital Monitoring report as at 31st October, 2024.

**XI REVENUE BUDGET 2025/2026 TO 2027/2028**

There was submitted Joint Report No TRB28-2024 by the Treasurer and Bridge Manager, appraising Board Members on the proposed revised Tay Road Bridge Revenue Budget for the financial years 2025/2026 to 2027/2028.

The Joint Board agreed:-

- (i) to approve the revised Revenue Budget for 2025/2026, subject to the level of grant funding being approved by the Scottish Parliament in March 2025, and
- (ii) to note the provisional Revenue Budget for 2026/2027 and 2027/2028.

**XII CAPITAL PLAN 2025/2026 TO 2027/2028**

There was submitted Report No TRB29-2024 by the Treasurer, seeking approval of the Joint Board's revised Capital Plan for the period 2025/2026 to 2027/2028 inclusive.

The Joint Board agreed:-

- (i) to approve the Capital Plan as detailed in Appendix A of the report subject to the level of grant funding being approved by the Scottish Parliament in March 2025; and
- (ii) to note the provisional Capital Plan for 2026/2027 and 2027/2028.

### **XIII PROGRAMME OF MEETINGS**

The Joint Board agreed that the programme of meetings for 2025 be as follows:-

Monday, 17th March, 2025 - 10.00am  
Monday, 9th June, 2025 - 10.00am  
Monday, 8th September, 2025 - 10.00am  
Monday, 1st December, 2025 - 10.00am

### **XIV DATE OF NEXT MEETING**

Monday, 17th March, 2025 at 10.00am to be held remotely unless otherwise advised.

Bailie Fraser MACPHERSON, Chairperson.

ITEM No ...3.....
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REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 17 MARCH 25  
 REPORT ON: OPERATIONAL RESTRICTIONS AND CLOSURES  
 REPORT BY: BRIDGE MANAGER  
 REPORT NO: TRB 01-2025

## 1.0 PURPOSE OF REPORT

1.1 To appraise the Joint Board of the number and nature of operational restrictions and closures applied between 1 November 2024 and 31 January 2025.

## 2.0 RECOMMENDATIONS

2.1 The Joint Board are asked to note the contents of this Report as at 31 January 2025.

## 3.0 FINANCIAL IMPLICATIONS

3.1 There are no financial implications arising from this report.

## 4.0 COMMENTARY ON RESTRICTIONS AND CLOSURES

4.1 Restrictions are applied to the traffic on the bridge for several reasons including:

**Operational** – Includes dropping staff/equipment off at the underbridge inspection gantries, carriageway inspections, debris collection, breakdown attendance.

**Emergency Vehicles** – Includes TRBJB request for Police/Ambulance/Fire to attend to a call regarding a “cause for concern of individual” or accident attendance by Police/Ambulance/Fire.

**Planned Maintenance** – Includes roadworks/barrier repairs/joint repairs/concrete repairs.

A summary of the restrictions applied between 1 November 2024 and 31 January 2025 is given below:

### 4.1.1 Single Carriageway Closure

Reason	Number of Occasions	Total Duration (Hours & Minutes)	Average Duration (Hours & Minutes)
Operational	77	5 h 3 min	0 h 4 min
Emergency Vehicles	25	11 h 31 min	0 h 28 min

4.1.2 **Full Bridge Closure**

<b>Reason</b>	<b>Number of Occasions</b>	<b>Total Duration (Hours &amp; Minutes)</b>	<b>Average Duration (Hours &amp; Minutes)</b>
Planned Maintenance	0	0	0
Emergency Vehicles	6	3 h 36 min	0 h 36 min

4.1.3 **High Winds Restrictions**

<b>Traffic Restricted</b>	<b>Number of Occasions</b>	<b>Total Duration (Hours &amp; Minutes)</b>	<b>Average Duration (Hours &amp; Minutes)</b>
Double Deck Buses	23	142 h 22 min	6 h 12 min
High Sided Vehicles	4	9 h 9 min	2 hours 17 min
All Traffic	1	*11 h 0 min	11 0 min

\*Named Storm Eowyn 24 January 2025



#### 4.1.4 Availability of Bridge

#### 4.1.5 Summary of Bridge availability Dates of Quarter

Full availability (No restrictions)	91.73%
Partial Availability (Some restrictions)	7.61%
No Availability (Full Closure)	0.66%

### 5.0 TRAFFIC COUNT DATA

#### 5.1 Traffic Count Data from Dundee Ramps

	2 <sup>nd</sup> Quarter 2023	3 <sup>rd</sup> Quarter 2023	4 <sup>th</sup> Quarter 2023	1 <sup>st</sup> Quarter 2024	2 <sup>nd</sup> Quarter 2024	3 <sup>rd</sup> Quarter 2024	4 <sup>th</sup> Quarter 2024
	(May- Jul)	(Aug- Oct)	(Nov- Jan)	(Feb- Apr)	(May- Jul)	*(Aug)	** (Nov- Jan)
Northbound to West	5747	5432	5089	5636	5757	5602	Not available
Northbound to East	7449	7227	6278	6725	7169	7420	Not available
Northbound Total	<b>13196</b>	<b>12659</b>	<b>11367</b>	<b>12361</b>	<b>12926</b>	<b>13022</b>	Not available
Southbound from West	5359	5172	4676	5063	5169	5301	Not available
Southbound from East	8203	7856	6855	7509	8023	8494	Not available
Southbound Total	<b>13562</b>	<b>13028</b>	<b>11531</b>	<b>12572</b>	<b>13192</b>	<b>13795</b>	Not available
<b>AADT Traffic per Quarter</b>	<b>26758</b>	<b>25687</b>	<b>22898</b>	<b>24933</b>	<b>26118</b>	<b>26817</b>	Not available

#### **AADT – (Annual Average Daily Total)**

\*Counts averaged for August only - counting loops removed 30 August during ramp resurfacing. New loops have been installed. Dundee City Council are arranging commissioning. \*\*Contractors delay in carrying out commissioning.

## 5.2 Active Travel Counts - \*AADT

<i>Year</i>	<i>Month</i>	<i>No. Pedestrians</i>	<i>No. Cyclists</i>	
2023	November	Not Counted	99	
	December	Not Counted	55	
2024	January	162	68	
		<b>162</b>	<b>74</b>	AADT/Quarter
2024	February	199	94	
	March	234	118	
	April	211	139	
		<b>215</b>	<b>117</b>	AADT/Quarter
2024	May	275	197	
	June	253	207	
	July	257	210	
		<b>262</b>	<b>205</b>	AAD/Quarter
2024	August	1242	206	
	September	270	221	
	October	223	153	
		<b>245</b>	<b>194</b>	AADT/Quarter
2024	November	124	225	
	December	71	146	
2025	January	90	174	
		<b>95</b>	<b>182</b>	AADT/Quarter

\*AADT – (Annual Average Daily Total) Northbound and Southbound

NOTE: The Bridge Manager remains confident in the overall active travel statistics presented but considers that some cycles are being counted as pedestrians. This follows an audit by bridge staff on 29 May 2024 that confirmed the total number of cycles and pedestrians were within an accuracy of 90%.

## 6.0 POLICY IMPLICATIONS

6.1 This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.

## 7.0 CONSULTATIONS

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

## 8.0 BACKGROUND PAPERS

8.1 None.

**ALAN HUTCHISON**  
**BRIDGE MANAGER**  
**5 MARCH 2025**

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

**REPORT TO:** TAY ROAD BRIDGE JOINT BOARD – 17 MARCH 2025

**REPORT ON:** PROPOSED CHANGES TO STAFFING STRUCTURE AT THE TAY ROAD BRIDGE

**REPORT BY:** BRIDGE MANAGER

**REPORT NO:** TRB 02-2025

**1 PURPOSE OF REPORT**

- 1.1 The purpose of the report is to seek Board approval for the changes to the staffing structure for succession planning purposes to ensure continued service delivery.

**2 RECOMMENDATIONS**

- 2.1 The Board are asked to approve the following structure changes as outlined in section 5.
- 2.2 The post of Bridge Inspector be redesignated Operations Lead;
- 2.3 An additional post of Operations Lead be established;

**3 FINANCIAL IMPLICATIONS**

- 3.1 The treasurer advises that there is no additional cost associated with the proposed structure changes.

**4 IMPLICATIONS TO BRIDGE USERS**

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

**5 BACKGROUND**

- 5.1 The Electrical Design Technician retired on 31 December 2024 and the post has remained vacant as there are appropriate contractual arrangements in place to cover the specialist electrical systems at the Tay Road Bridge. The post will remain vacant on the structure while the long term requirements of the role are reviewed.
- 5.2 The current Bridge Inspector has intimated that he intends to retire on 31 December 2025.
- 5.3 For succession planning purposes and to ensure continued service delivery the current structure (Appendix 1) has been reviewed and a revised structure (Appendix 2) is proposed. The proposed structure includes an additional post for six months which can be funded by the budget for the vacant Electrical Design Technician post.
- 5.4 It is also proposed that the post of Bridge Inspector be redesignated Operations Lead as bridge inspection is only one aspect of the job and the new title will more accurately reflect the job role as well as ensure that suitable candidates can be attracted for recruitment purposes.

- 5.5 The proposed structure at Appendix 2 includes an additional Operations Lead post. It is intended to recruit to the additional post to ensure an appropriate handover period before the retirement of the current Bridge Inspector on 31 December 2025, after which the structure will reflect the one shown at Appendix 3.
- 5.6 It is intended that the additional post of Operations Lead will be advertised externally and internally and this will ensure suitable candidates are attracted and also provide an opportunity for existing Tay Road Bridge staff.

## **6. POLICY IMPLICATIONS**

- 6.1 This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.

## **7. CONSULTATIONS**

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

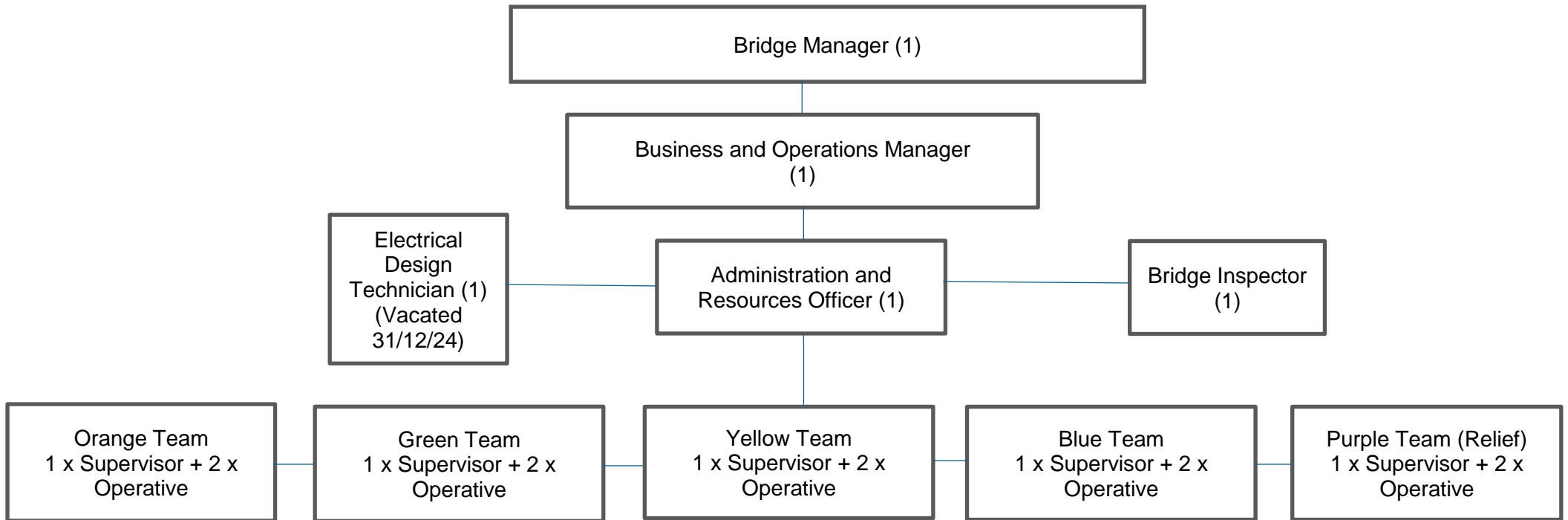
## **8. BACKGROUND PAPERS**

- 8.1 None.

**ALAN HUTCHISON**  
**BRIDGE MANAGER**  
**5 MARCH 2025**

APPENDIX 1

TAY ROAD BRIDGE  
CURRENT ORGANISATION STRUCTURE (UPDATED SEPTEMBER 2024)

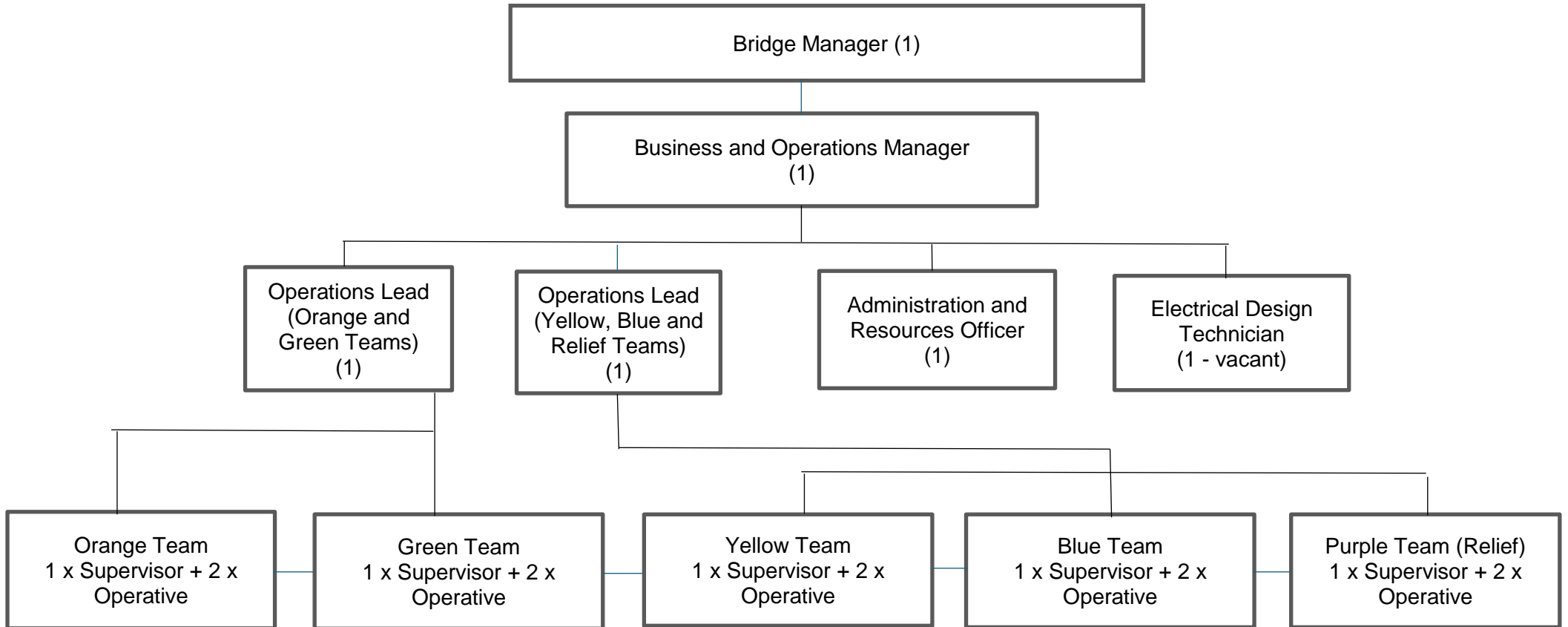


Number of Employees in this structure = 20 (1 vacant since 31 December 2024)

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APPENDIX 2

**TAY ROAD BRIDGE  
PROPOSED ORGANISATION STRUCTURE – JUNE 2025 TO JANUARY 2026**



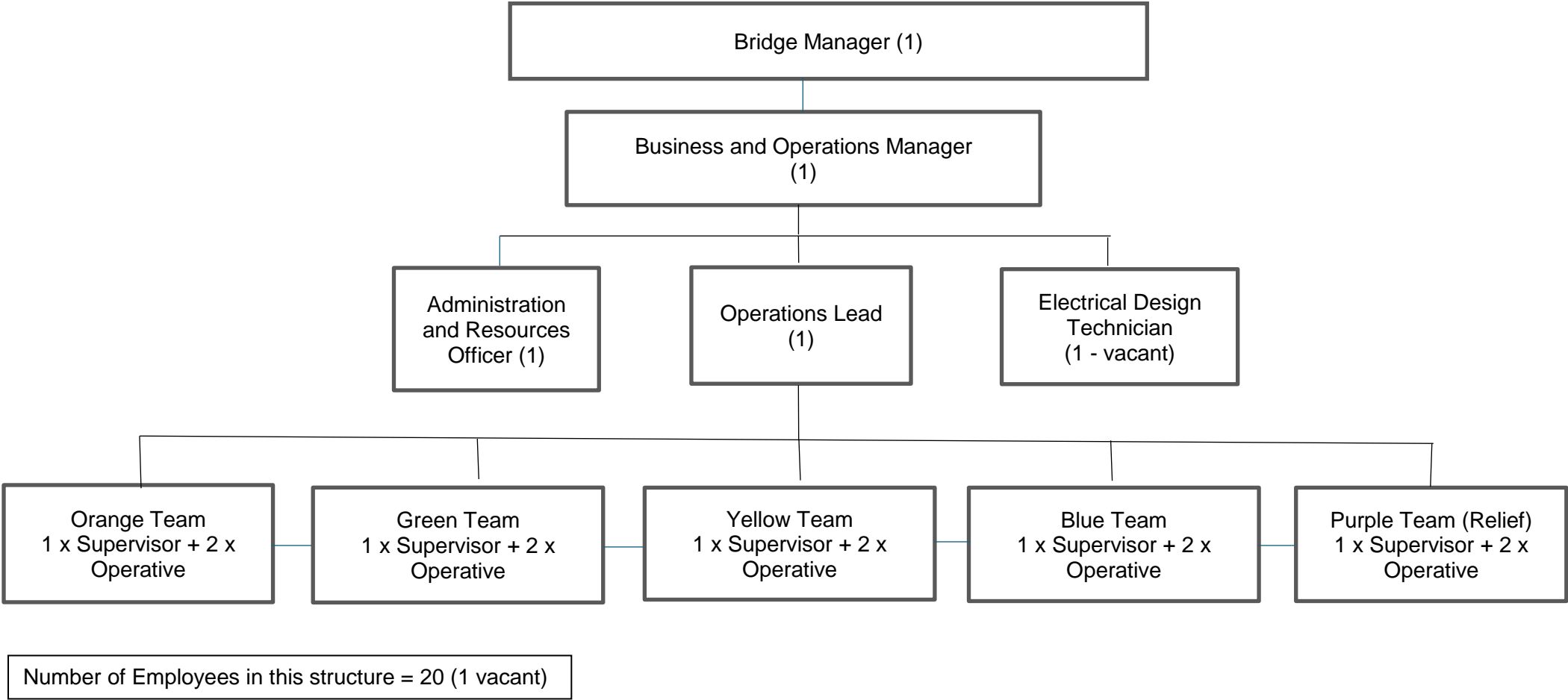
Number of Employees in this structure = 21 (1 vacant)

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APPENDIX 3

TAY ROAD BRIDGE  
PROPOSED ORGANISATION STRUCTURE – FROM JANUARY 2026



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**REPORT TO:** TAY ROAD BRIDGE JOINT BOARD – 17 MARCH 2025  
**REPORT ON:** UPDATE ON ENGINEERING WORKS  
**REPORT BY:** BRIDGE MANAGER  
**REPORT NO:** TRB 03-2025

## **1.0 PURPOSE OF REPORT**

1.1 To advise the Joint Board on the current situation regarding Engineering works on the bridge.

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that:

- The Joint Board notes the position on current progress.

## **3.0 FINANCIAL IMPLICATIONS**

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

## **4.0 IMPLICATIONS TO BRIDGE USERS**

4.1 No implications will arise as a direct result of this report.

4.2 If approved by the Board for delivery, the CP works noted in section 5.4 will commence in Spring 2025 when a series of short-term lane restrictions might be required during off-peak working times (0930 to 1530) to accommodate material delivery to the work site. Every effort will be made to work with the contractor to mitigate lane restrictions during the works and alternative methods of material delivery will form part of preconstruction dialogue. The bridge and walkway will remain open during the construction phase of this project, which is programmed to be completed in the Autumn of 2025.

4.3 The installation of the new gantries, as noted in paragraph 5.3, will require a series of overnight bridge and B946 (Tay Street in Newport-on-Tay) closures in 2026 for gantry for installation. Bridge management will work closely with Spencers Bridge Engineering Ltd to mitigate closures and will liaise closely with Fife Council and other stakeholders in advance of site works. Community engagement, via social media and the press, will take place well in advance to keep the public fully informed of all planned restrictions.

## **5.0 BACKGROUND**

5.1 Principal Inspections (PIs) of the bridge are a statutory requirement and permit the efficient planning of future maintenance requirements to ensure the continuing good condition of the structure. PIs are carried out every six years and require a detailed close-up inspection of all elements of the bridge. General Inspections (GIs) are carried out every two years and involve a visual inspection of all elements of the bridge. The PI inspection was slowed by the major carriageway work in 2023 and 2024 because the works limited gantry availability which disrupted our access into the box sections. These major works are now complete and structural inspections, utilising a combination of our in-house team and Dundee City Council Engineers/Bridge Inspectors, will commence again in Spring 2025.

- 5.2 Inspections confirm that the bridge structure is in good condition but that works to maintain this position is required by progressing with the plan to renew the cathodic protection on piers 2 and 3 this year and by following the capital works plan over the coming years.
- 5.3 The guidance document, "The Operation and Maintenance of Bridge Access Gantries", IStructE 2<sup>nd</sup> Ed 2007, recommends that gantries which have been in service for between 20 and 35 years should be considered to have reached the end of their finite life from a consideration of structural safety. Report TRB 34 presented to the December 2024 Board meeting confirmed the appointment of Spencer Bridge Engineering Ltd to carry out the design and installation of new under bridge inspection gantries for site installation in 2026. Design of the gantries commenced in January 2025 and further updates on progress will be brought to future Board meetings.
- 5.4 Cathodic protection (CP) is a method used to halt the corrosion of steel reinforcement embedded in concrete by applying a small electrical current through a surface mounted anode. The Tay Road Bridge has a CP system installed within the extents of the tidal splash zone to all concrete piers and a tender report to renew elements of the CP system is being brought to the March 2025 Board meeting for approval.

## **6.0 POLICY IMPLICATIONS**

- 6.1 This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.

## **7.0 CONSULTATIONS**

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

## **8.0 BACKGROUND PAPERS**

- 8.1 None.

**ALAN HUTCHISON**  
**BRIDGE MANAGER**  
**5 MARCH 2025**

**ITEM No ...6.....**

**REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 17 MARCH 2025**

**REPORT ON: STRATEGIC PLAN 2025 - 2030**

**REPORT BY: BRIDGE MANAGER**

**REPORT NO: TRB 04-2025**

**1 PURPOSE OF REPORT**

1.1 To seek Joint Board approval to implement an updated Strategic Plan, covering the period 2025 to 2030.

**2 RECOMMENDATIONS**

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

**3 FINANCIAL IMPLICATIONS**

3.1 There are no financial implications arising from this report.

**4 IMPLICATIONS TO BRIDGE USERS**

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

**5 BACKGROUND**

5.1 At the December 2018 meeting of the Tay Road Bridge Joint Board, the Board agreed to the recommendation made in report TRB 28 to introduce a five-year strategic plan. The aim of the plan was to establish key measurable outcomes to provide a clear link between the revenue budgets and the Board's strategic objectives. The proposed updated Strategic Plan, covering the period 1 April 2025 to 31 March 2030, is included at Appendix 1.

**6 POLICY IMPLICATIONS**

6.1 This report has been subject to an assessment of any impacts on Equality and Diversity, fairness and Poverty, Environment and Corporate Risk. There are no major issues.

**7 CONSULTATIONS**

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

**8 BACKGROUND PAPERS**

8.1 None.

**ALAN HUTCHISON  
BRIDGE MANAGER  
5 MARCH 2025**

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Tay Road Bridge

# TAY ROAD BRIDGE JOINT BOARD

## Strategic Plan 2025-2030

Prepared by:	Alan Hutchison
Reviewed by:	G Brady

Document Reference:	<b>TRB 27 rev 2</b>
Approved for Issue:	R Mennie Clerk
Date:	17 March 2025

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## 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 2025 to March 2030. 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 delivers 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 Scottish Government.
- Work collaboratively with partner organisations.

## 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 overtime 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 Covid pandemic had a significant impact on bridge users as the number of vehicles using the bridge decreased as travel restrictions were applied by the UK and Scottish Government. Post pandemic traffic records show that bridge use is slowly increasing but is still about 5% below pre-pandemic levels. The proposed Eden Project on Dock Street might increase demand for the bridge but there is no expectation that vehicle numbers will exceed pre-pandemic levels during the period of this plan.

### **3.3 Regulation and Values**

- no significant change in the general legislative environment is assumed;
- safety for everyone is important, as is a respect for the environment;
- transparency of decision making and our operations will continue to be important;
- the Board regularly undertakes a review of its governance arrangements.

### **3.4 Technology**

- there will be an increased reliance on technology, perhaps including driverless technologies and an increase in the proportion of electric vehicles crossing the bridge compared to combustion vehicles;
- social media use will continue to evolve and the TRBJB will need to be prepared to maintain relevance.

### 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.

***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
- Maintain effective 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
- 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
- Ensure 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
- Ensure 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 appraisal procedure.

Measurement of appropriate service delivery will be undertaken using 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 2025-2030 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 year on year	Public safety is paramount
Reportable 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 year 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.

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.

### 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.

### 5.5 **Annual KPI Action Plans**

- An annual action plan to help us achieve KPI success will be developed and reviewed regularly.



**ITEM No ...7.....**

**REPORT TO:** TAY ROAD BRIDGE JOINT BOARD – 17 MARCH 2025  
**REPORT ON:** TENDER REPORT ON CP REMEDIAL WORKS  
**REPORT BY:** ENGINEER TO THE BOARD  
**REPORT NO:** TRB 05-2025

**1.0 PURPOSE OF REPORT**

1.1 To seek approval from the Joint Board to appoint Volker Stevin as main contractor for the renewal of the Cathodic Protection System (overlay and components) on piers 2 and 3 and to replace failed embedded reference electrodes on a number of other columns.

**2.0 RECOMMENDATIONS**

2.1 It is recommended that:

- The Clerk to the Board be instructed to accept the offer of £2,542,522.77 from Volker Stevin for the replacing the cathodic protection systems to piers 2 and 3, along with associated reference cells.
- The overall expenditure of £2,669,649 be authorised which incorporates an allowance of 5% including 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 2025/2026.

**4.0 IMPLICATIONS TO BRIDGE USERS**

4.1 When the works noted in section 5.1.4 and 5.1.5 commence in Spring 2025 a series of short-term lane restrictions might be required during off-peak working times (0930 to 1530) to accommodate material delivery to the work site. Every effort will be made to work with a contractor to mitigate lane restrictions during the works and alternative methods of material delivery will form part of preconstruction dialogue. The bridge and walkway will remain open during the construction phase of this project, which will be completed in the Autumn of 2025.

**5.0 BACKGROUND****5.1 Cathodic Protection (CP) To Columns**

5.1.1 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.

5.1.2 From 1991 to 1994 a targeted Impressed Current Cathodic Protection (ICCP) system was applied to the lower 6m of each column (splash zone) to provide column protection. 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. Embedded within this overlay are numerous reference electrodes that monitor corrosion and CP performance.

- 5.1.3 Whilst the system is working well over the majority of the bridge, it has been determined that it is non-functioning on piers 2 and 3 and the prognosis is that these overlays require complete renewal along with the replacement of several reference electrodes at other locations on the bridge.
- 5.1.4 Further to report number TRB 31-2024, a capability exercise was undertaken utilising the Northeast Procurement Organisation (NEPO) framework to gain access to the very limited pool of companies that can provide the necessary qualifications and experience for this specialist work.
- 5.1.8 Volker Stevin were the only company that demonstrated appropriate competency in undertaking Cathodic Protection works and were carried forward from this evaluation to provide a commercial submission.

## **6.0 POLICY IMPLICATIONS**

- 6.1 This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.

## **7.0 CONSULTATIONS**

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

## **8.0 BACKGROUND PAPERS**

- 8.1 None.

**GARY BRADY**  
**ENGINEER TO THE BOARD**  
**5 MARCH 2025**

**REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 17 MARCH 2025**

**REPORT ON: REVENUE MONITORING – 10 MONTHS TO 31 JANUARY 2025**

**REPORT BY: THE TREASURER**

**REPORT NO: TRB 06-2025**

## **1.0 PURPOSE OF REPORT**

- 1.1 The purpose of this report is to appraise Board Members of the latest position regarding the Joint Board's 2024/2025 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 January 2025.

## **3.0 FINANCIAL IMPLICATIONS**

- 3.1 The 2024/2025 Revenue Budget predicted a deficit position of £208,100 (see Report TRB 3-2024). The current outturn position for the financial year 2024/2025 is projecting a deficit position of £189,100 against the Revenue Budget based on the financial information available at 31 January 2025 (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.
- 3.3 During 2019, Transport Scotland's Internal Audit conducted a review of their management of grant funding arrangements which included their administration of grant payments to and carry forward requests from the Joint Board. One of the recommendations of this review was that monthly grant claims now have to be submitted based on actual net expenditure. This results in a projected Revenue Grant carried forward into 2024/2025 of £nil.
- 3.4 The projected deficit position, if it materialised, would result in a General Fund Reserve of £971,491 at 31 March 2025. This level of retained reserves is subject to negotiation with the Scottish Government.
- 3.5 Following an External Audit recommendation, the Board's Strategic Plan 2019 to 2024 (TRB 28-2018) was approved by the Board with the aim of demonstrating the link between the budgets and financial performance reporting against the strategic objectives. Appendix B links the current year's gross expenditure to each of the Board's five strategic objectives.
- 3.6 Details of current variances against budget headings are detailed below.
- 3.7 An underspend of £23,000 is projected in relation to Administration Staff Costs. This is in the main (£22,000) due to a projected underspend due to the Deputy Bridge Manager post remaining unfilled for the first 5 months of the year resulting in a £29,000 saving (see Staffing Report TRB 15-2024 at June 2024 Board meeting). There will also be additional saving of £6,000 due to the Summer Engineering Student Placement remaining unfilled. This saving will be offset by a temporary regrading of the Works and Transport Officer post to reflect the allocation of some of the duties associated with the Deputy Bridge Manager's role. Therefore, 50% of the Works and Transport Officer post has been allocated from the Operations section to the Administration section for the first six months of the year, resulting in additional

expenditure of £13,000. The balance of £1,000 relates to likely underspends in the training budget at 31 March 2025.

- 3.8 Property costs are likely to provide a spend beyond budget of £1,000 as a result of electricity charges. A spend beyond budget of £6,000 is projected in relation to Administration Supplies and Services. This is due to the installation of high-speed internet and increased monthly subscription.
- 3.9 An underspend of £1,000 is projected in relation to Administration Third Party Payments. This is due to a reduced annual fee for Statutory Roadworks Noticing (£2,000) which is in part offset by pension payments to third party bodies (£1,000).
- 3.10 An underspend of £50,000 is projected in relation to Operations Staff Costs. This is in the main (£46,000) due to the vacated Deputy Bridge Manager post described above (in paragraph 3.7) being filled by the Works and Transport Officer who provided temporary cover for the first six months of this year with 50% of their re-graded salary being allocated to the Administration section resulting in a saving of £13,000 for the Operations budget. The retirement of the post holder and the removal of this post from the structure (see Staffing Report 15-2024 at the June 2024 Board meeting) results in a projected saving of £26,000. Another employee is retiring in December 2024 and the post will not be filled in the short-term resulting in a projected saving of £10,000. These savings will be offset by a projected increased spend associated with the amended Bridge Inspector role (see Staffing Report TRB 15-2024) from September 2024 resulting in increased costs of £3,000. In addition there is a projected underspend in the training budget (£4,000). The supplies and services budget shows an underspend of £2,000 consisting of underspends in uniform and protective clothing budgets.
- 3.11 A spend of £42,000 beyond budget is projected in relation to Plant and Equipment Supplies and Services. This relates to a £20,000 increase in spend beyond budget for repairs to equipment on the gantries due to their general condition and a projected increase in spend of £22,000 for additional hire of the safety boat out-with the normal contract period to enable repairs to the west gantry runway beam brackets to be conducted.
- 3.12 A spend beyond budget of £10,000 is projected in relation to Plant and Equipment Transport Costs. This is due to increased vehicle repairs and maintenance.
- 3.13 Bridge maintenance currently shows an expected spend beyond budget of £1,000 made up of additional costs relating to inspection reports.
- 3.14 Increased income of £3,000 is projected in relation to Miscellaneous Income. This is due to new income from the new fibre optic cable over the bridge (see Report TRB 23-2024 at the September 2024 Board meeting).

#### **4.0 RISK ASSESSMENT**

- 4.1 In preparing the Board's Annual Revenue Budget (see Report TRB 3-2024), 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 subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.

**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

**ROBERT EMMOTT  
TREASURER  
MARCH 2025**

**4 MARCH 2025**

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**TAY ROAD BRIDGE JOINT BOARD****REVENUE MONITORING AS AT 31 JANUARY 2025**

	Revenue Budget 2024/25 £	Expenditure to 31 January 2025 £	Final Projection 2024/25 £	Variance from Budget £	Paragraph Reference
<b>EXPENDITURE</b>					
<u>Administration</u>					
Staff Costs	237,092	165,617	214,092	(23,000)	(3.7)
Property Costs	63,135	52,315	64,135	1,000	(3.8)
Supplies and Services	164,402	137,216	170,402	6,000	(3.8)
Transport Costs	300	158	300	-	
Third Party Payments	159,570	38,661	158,570	(1,000)	(3.9)
	624,499	393,967	607,499	(17,000)	
<u>Operations</u>					
Staff Costs	1,060,414	829,555	1,010,414	(50,000)	(3.10)
Supplies and Services	8,200	3,288	6,200	(2,000)	(3.10)
	1,068,614	832,843	1,016,614	(52,000)	
<u>Plant and Equipment</u>					
Property Costs	31,250	22,086	31,250	-	
Supplies and Services	176,950	166,233	218,950	42,000	(3.11)
Transport Costs	34,950	38,533	44,950	10,000	(3.12)
Third Party Payments	3,250	-	3,250	-	
	246,400	226,852	298,400	52,000	
<u>Bridge Maintenance</u>					
Property Costs	54,000	43,413	54,000	-	
Supplies and Services	53,100	18,925	53,100	-	
Transport Costs	200	22	200	-	
Third Party Payments	6,200	6,698	7,200	1,000	(3.13)
	113,500	69,058	114,500	1,000	
<b>GROSS EXPENDITURE</b>	2,053,013	1,522,720	2,037,013	(16,000)	
<b>INCOME</b>					
Scottish Government Revenue Grant	1,830,000	1,353,919	1,830,000	-	
Interest on Revenue Balances	2,000	-	2,000	-	
Kiosk Rent	10,213	7,660	10,213	-	
Miscellaneous	2,700	6,090	5,700	3,000	(3.14)
<b>GROSS INCOME</b>	1,844,913	1,367,669	1,847,913	3,000	
<b>TOTAL NET DEFICIT / (SURPLUS) MET FROM GENERAL RESERVE BALANCES</b>	208,100	155,051	189,100	(19,000)	

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**APPENDIX B****LINKING THE 2024/2025 REVENUE BUDGET MONITORING TO THE BOARD'S STRATEGIC OBJECTIVES**

	<b>Strategic Objective</b>	<b>2024/2025 Budget £</b>	<b>Expenditure to 31 January 2025 £</b>	<b>2024/2025 Projected £</b>
1	Meeting User Expectations	1,020,524	805,474	977,524
2	Fiscally Sustainable	100,170	2,775	100,170
3	Transparent Governance and Clear Decision-Making Processes	23,112	(411)	23,112
4	A Modern, Diverse and Well-Trained Workforce	15,000	2,550	15,000
5	Quality and Standards	<u>894,207</u>	<u>712,332</u>	<u>921,207</u>
	<b>TOTAL GROSS EXPENDITURE</b>	<b><u>2,053,013</u></b>	<b><u>1,522,720</u></b>	<b><u>2,037,013</u></b>

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**REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 4 MARCH 2025**

**REPORT ON: CAPITAL MONITORING – 10 MONTHS TO 31 JANUARY 2025**

**REPORT BY: THE TREASURER**

**REPORT NO: TRB 07-2025**

## **1.0 PURPOSE OF REPORT**

- 1.1 The purpose of this report is to appraise Board Members of the latest position regarding the Joint Board's 2024/2025 Capital Plan.

## **2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Joint Board note the content of this Capital Monitoring Report as at 31 January 2025.

## **3.0 FINANCIAL IMPLICATIONS**

- 3.1 The Joint Board's 2024/2025 Capital Expenditure Programme of £7,900,000 was approved by the Board on 4 March 2024 (Report TRB 4-2024). From 1 April 2008 the Board's Capital Expenditure projects are being financed through Scottish Government Capital Grant.
- 3.2 The amount in the 2024/2025 Capital Grant Offer letter from Transport Scotland dated 31st March 2024 was £7,900,000 (see Report TRB 4-2024).
- 3.3 The capital outturn for the financial year 2024/2025 (as detailed in Table 1 on Appendix A) is projected to be £6,317,000 (i.e. a reduction of £1,583,000 compared to the original approved budget) based on the financial ledger information up to 31 January 2025 and this will be funded from 2024/2025 Capital Grant of £6,298,000, insurance receipt £12,000 and capital receipts of £7,000.
- 3.4 An explanation of the major variances is shown in section 4 of the report.
- 3.5 During 2019, Transport Scotland's Internal Audit conducted a review of their management of grant funding arrangements which included their administration of grant payments to and carry forward requests from the Joint Board. One of the recommendations of this review was that monthly grant claims now have to be submitted based on actual net expenditure. This results in a projected Capital Grant carried forward into 2025/2026 of £nil.
- 3.6 Following an External Audit recommendation, the Board's Strategic Plan 2019 to 2024 (TRB 28-2018) was approved by the Board with the aim of demonstrating the link between the budgets and financial performance reporting against the strategic objectives. Appendix B links the current year's gross expenditure to each of the Board's five current strategic objectives.

#### 4.0 REASONS FOR CAPITAL EXPENDITURE VARIANCES

- 4.1 The main reasons for the budget variations on individual projects can be summarised as follows:

	<b>£000</b>
<b><u>Slippage from 2023/2024:</u></b>	
None	-
<b><u>Budget Adjustments:</u></b>	
Carriageway Resurfacing	(444)
CP Replacement	(920)
New Gantries	(300)
Scour Protection	(25)
Miscellaneous Projects	106
Insurance Receipt	(12)
<b><u>Slippage to 2025/2026:</u></b>	
None.	-
<b>Total Budget Adjustments</b>	<b>(1,583)</b>

- 4.2 Officers are constantly reviewing the capital programme of works and prioritising those projects that can realistically be progressed during the current year. There is a risk of further slippage in the capital programme, as the Board reacts to the market conditions currently affecting the construction industry. Updated projections will be incorporated into future capital monitoring reports and shared with Transport Scotland as it informs the Scottish Government's Spending Review.
- 4.3 Details of current capital works and the main reasons for movements on each project are:
- 4.4 Carriageway Resurfacing: The original 2024/2025 budget was £6,200,000. This is for the renewal of the carriageway surface, deck expansion joints, deck waterproofing and associated concrete repairs. It has been reported (see TRB 17-2024) that phase two, southbound works, commenced in March 2024. This was one month earlier than originally budgeted for and resulted in initial costs of phase two being paid in 2023/2024. There has been subsequent additional costs added to the contract in respect of unforeseen repair works as a result of damage caused by third parties to both the A92 and B946. The projected expenditure for this contract has been reduced to £5,756,000 in this financial year.
- 4.5 Cathodic Protection (CP) Replacement: The original 2024/2025 budget was £950,000. The projected expenditure for this project has been reduced to £30,000. This is for design work and professional fees.
- 4.6 New Gantries: The original 2024/2025 budget was £600,000. The projected expenditure for this project has been reduced to £300,000. This is for design work and purchase of materials.
- 4.7 Scour Protection: The original 2024/2025 budget was £25,000. This is not anticipated to be spent so the revised budget has been reduced to £nil.
- 4.8 Gantry Miscellaneous: The original 2024/2025 budget of £25,000 is projected to be spent.
- 4.9 Miscellaneous Projects: The original 2024/2025 budget was £100,000. The projected expenditure has been decreased to £206,000. This budget is used for several smaller projects. New fire doors are required which are anticipated to cost £30,000. Drains at the Dundee plaza require a drainage investigation which is anticipated to cost £15,000 and may result in further works. As a result of various vehicle accidents during the carriageway

resurfacing contraflows and remedial works were required. These are anticipated to cost £161,000. It is anticipated that these will result in future insurance receipts.

## **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 to enable any corrective action to be taken.
- 5.4 Capital projects can be subject to unforeseen events, such as delays in progressing the project. This could lead to inflation impacting on the total cost of the project. In addition, currency fluctuations can also impact on costs. Contingencies are built into the budget for each capital project and these will be closely monitored throughout the project.
- 5.5 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.
- 5.6 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.
- 5.7 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.
- 5.8 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 2024/2025 capital programme is showing a projected capital spend of £6,317,000 which will be funded from the current year's Scottish Government grant of £6,298,000, insurance receipt £12,000 and capital receipts of £7,000.
- 6.2 The 2024/2025 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 subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.

**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.

**ROBERT EMMOTT  
MARCH 2025  
TREASURER**

**4 MARCH 2025**

## TAY ROAD BRIDGE JOINT BOARD

## APPENDIX A

TABLE 1: CAPITAL EXPENDITURE MONITORING - 10 MONTHS TO 31 JANUARY 2025

<u>Expenditure</u>	<u>Strategic Objective</u>	<u>Capital Budget 2024/25 £000</u>	<u>Slippage from 2023/24 £000</u>	<u>Budget Adjust £000</u>	<u>Slippage into 2025/26 £000</u>	<u>Revised Capital Budget 2024/25 £000</u>	<u>Actual to 31 Jan 2025 £000</u>	<u>Projected Outturn 2024/25 £000</u>	<u>Variance from Budget £000</u>
									-
Carriageway Resurfacing	1	6,200	-	(500)	-	5,700	5,756	5,756	56
CP Hardware	5	950	-	(920)	-	30	-	30	-
New Gantries	5	600	-	(300)	-	300	-	300	-
Scour Protection	5	25	-	(25)	-	-	-	-	-
Gantry – Miscellaneous	5	25	-	-	-	25	-	25	-
Miscellaneous Projects	5	100	-	150	-	250	52	206	(44)
<b>Total Gross Expenditure</b>		<b>7,900</b>	<b>-</b>	<b>(1,595)</b>	<b>-</b>	<b>6,305</b>	<b>5,808</b>	<b>6,317</b>	<b>12</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		7,900	-	(1,602)	-	6,298	5,789	6,298	-
Insurance Receipt		-	-	-	-	-	12	12	12
Capital Receipts		-	-	7	-	7	7	7	-
<b>Total Funding</b>		<b>7,900</b>	<b>-</b>	<b>(1,595)</b>	<b>-</b>	<b>6,305</b>	<b>5,808</b>	<b>6,317</b>	<b>12</b>

TABLE 2: Unapplied Capital Grant Projected Carry Forward:

	<b>£000</b>
<u>Add:</u> Projected Capital Grant Received 2024/2025	7,165
<u>Less:</u> Projected Capital Grant Utilised 2024/2025	(7,165)
	-
<b>Unapplied Capital Grant Carried Forward to 2025/2026</b>	<b>-</b>

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LINKING THE 2024/2025 CAPITAL BUDGET MONITORING TO THE BOARD'S STRATEGIC OBJECTIVES

<b>Strategic Objective</b>	<b><u>Capital Budget 2024/2025 £000</u></b>	<b><u>Revised Capital Budget 2024/2025 £000</u></b>	<b><u>Actual Expenditure to 31 Jan 2025 £000</u></b>	<b><u>2024/2025 Projected £000</u></b>
1 Meeting User Expectations	6,200	5,700	5,756	5,756
2 Fiscally Sustainable	-	-	-	-
3 Transparent Governance and Clear Decision-Making Processes	-	-	-	-
4 A Modern, Diverse and Well-Trained Workforce	-	-	-	-
5 Quality and Standards	<u>1,700</u>	<u>605</u>	<u>52</u>	<u>561</u>
<b>TOTAL GROSS EXPENDITURE</b>	<b><u>7,900</u></b>	<b><u>6,305</u></b>	<b><u>5,808</u></b>	<b><u>6,317</u></b>