

---

# *TAY ROAD BRIDGE JOINT BOARD*

---

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 1st June, 2026

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 8th June, 2026 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, 5th June, 2026.

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 16th March, 2026 is submitted for approval (copy attached).

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

(Report No TRB11-2026 by the Bridge Manager, copy attached).

**4 UPDATE ON ENGINEERING WORKS - Page 9**

(Report No TRB12-2026 by the Bridge Manager, copy attached).

**5 RESPONSE TO INTERNAL AUDITOR'S ANNUAL REPORT TO MEMBERS - Page 11**

(Report No TRB13-2026 by the Bridge Manager, copy attached).

**6 LOCAL CODE OF CORPORATE GOVERNANCE - Page 63**

(Report No TRB14-2026 by the Treasurer, copy attached).

**7 ANNUAL GOVERNANCE STATEMENT FOR THE YEAR TO 31ST MARCH, 2026  
- Page 75**

(Report No TRB15-2026 by the Treasurer, copy attached).

**8 UNAUDITED ANNUAL ACCOUNTS FOR THE YEAR ENDED 31ST MARCH, 2026  
- Page 87**

(Report No TRB16-2026 by the Treasurer, copy attached).

**9 2026-2027 INSURANCE PROGRAMME - Page 147**

(Report No TRB17-2026 by the Treasurer, copy attached).

**10 DATE OF NEXT MEETING**

The next meeting of the Joint Board will be held on Monday, 7th September, 2026 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 16th March, 2026.

Dundee City Council

Councillor Ken LYNN  
Councillor Dorothy MCHUGH  
Baillie Fraser MACPHERSON  
Councillor Steven ROME  
Councillor Wendy SCULLIN  
Councillor Lynne SHORT

Fife Council

Councillor Altany CRAIK  
Councillor Gary HOLT  
Councillor Louise KENNEDY-DALBY

Also Present (Officers):-

Gary BRADY (Engineer)  
Claire GILLESPIE (for Treasurer)  
Andrew HERD (Transport Scotland)  
Laurie INNES (for Treasurer)  
Alan HUTCHISON (Bridge Manager)  
Alan JOHNSTON (for Treasurer)  
Elaine MCKAY (Operations Manager)  
Steve MCNAUGHT (Henderson Loggie)  
Maureen MORAN (for Clerk)  
Fiona OWENS (Audit Scotland)

Councillor Gary HOLT, Chairperson, in the Chair.

Apologies for absence were submitted on behalf of Councillor Allan Knox, Councillor Jonny Tepp and Councillor Craig Fotheringham.

**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 8th September, 2025 was submitted and approved.

**III OPERATIONAL RESTRICTIONS AND CLOSURES**

There was submitted Report No TRB05-2026 by the Bridge Manager, appraising the Joint Board of the number and nature of operational restrictions and closures applied between 1st November, 2025 and 31st January, 2026.

The Joint Board agreed to note the contents of the Report as at 31st January, 2026.

**IV UPDATE ON ENGINEERING WORKS**

There was submitted Report No TRB06-2026 by the Bridge Manager, advising the Joint Board on the current situation regarding engineering works on the bridge.

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

## **V REVIEW OF STAFFING STRUCTURE AT THE TAY ROAD BRIDGE**

There was submitted Report No TRB07-2026 by the Bridge Manager, seeking Joint Board approval for changes to the staffing structure to ensure continued service delivery and support succession planning.

The Joint Board agreed to approve the structure changes as outlined in Section 5 of the Report.

## **VI MAINSTREAMING THE EQUALITY DUTY 2025-2029**

There was submitted Report No TRB08-2026 by the Bridge Manager, seeking Joint Board approval for the publication on the Tay Road Bridge website of a Mainstreaming Equality Report 2025-2029.

The Joint Board agreed to approve the publication of the Mainstreaming Equality Report 2025-2029 attached as Appendix A of the Report.

## **VII RESPONSE TO INTERNAL AUDITOR'S REPORT ON HEALTH AND SAFETY**

There was submitted Report No TRB09-2026 by the Bridge Manager, responding to the Internal Audit Report reference 2026/03, prepared by the Board's Internal Auditor, Henderson Loggie, on Health and Safety. A copy of the Internal Auditor's report is attached as Appendix 1 of the report.

The Joint Board agreed:

- (i) to endorse the report as the formal response to the Internal Auditor's report; and
- (ii) to instruct the Bridge Manager to implement the Internal Auditor's recommendations as set out in paragraph 5.2 of the report.

## **VIII REVENUE MONITORING – 10 MONTHS TO 31ST JANUARY, 2026**

There was submitted Report No TRB1-2026 by the Treasurer, appraising Joint Board members of the latest position regarding the Joint Board's 2025/2026 Revenue Budget.

The Joint Board agreed to note the content of the Revenue Monitoring Report as at 31st January, 2026.

## **IX CAPITAL MONITORING – 10 MONTHS TO 31ST JANUARY, 2026**

There was submitted Report No 2-2026 by the Treasurer, appraising Joint Board members of the latest position regarding the Joint Board's 2025/2026 Capital Plan.

The Joint Board agreed to note the content of the Capital Monitoring Report as at 31st January, 2026.

## **X REVENUE BUDGET – 2026/2027 TO 2028/2029**

There was submitted Joint Report No TRB3-2026 by the Treasurer and Bridge Manager, appraising Joint Board members on the proposed revised Tay Road Bridge Revenue Budget for the financial years 2026/2027 to 2028/2029.

The Joint Board agreed:-

- (i) to approved the revised Revenue Budget for 2026/2027, subject to the level of grant funding being approved by the Scottish Parliament in March 2026; and
- (ii) to note the provisional Revenue Budget for 2027/2028 and 2028/2029.

**XI EXTERNAL AUDIT ANNUAL AUDIT PLAN 2025/2026**

There was submitted Report No TRB4-2026 by the Treasurer, presenting the External Audit Annual Audit Plan, attached as Appendix 1 of the report.

The Joint Board agreed to note the content of the External Audit Annual Audit Plan for 2025/2026.

**XII CONSIDERATION OF LEAVE ARRANGEMENTS TO MARK SCOTLAND'S MEN'S FOOTBALL TEAM WORLD CUP APPEARANCE**

There was submitted Report No TRB10-2026 by the Bridge Manager, setting out various options for recognising the 15th June, 2026 national bank holiday and outlined the operational, financial, and workforce considerations associated with each option.

Bailie Macpherson, seconded Councillor Craik, moved to agree Option 3 of the Report – to observe the national bank holiday and grant an additional annual leave day to be taken on 15th June, 2026 or a suitable alternative date.

As an amendment, Councillor Short, seconded by Councillor Rome, moved to agree Option 4 of the Report – to observe the national bank holiday on 15th June, 2026 and grant an additional public holiday on 15th June, 2026.

On a division, there voted for the motion Bailie Macpherson and Councillors Craik, McHugh and Scullin (4); and for the amendment Councillors Kennedy-Dalby, Lynn, Rome and Short (4). There being a parity of votes the Convener used his casting vote in favour of the motion – whereupon the motion was declared carried and became the finding of the meeting.

**XIII AOCB**

(i) TAY ROAD BRIDGE – 60TH ANNIVERSARY

The Bridge Manager asked the Joint Board to note the 60th Anniversary of the Tay Road Bridge on 18th August, 2026. An event was being arranged to take place on Saturday, 15th August, 2026. There would be a display of vintage cars in the Fife Car Park, an open top vintage bus, boat trips. Scottish Road Archives were also developing a booklet and podcast to mark the occasion. The public would be asked to share memories of the Tay Road Bridge.

The Joint Board noted the position.

(ii) OBITUARY – MR GEORGE RAMSAY, UNITE THE UNION

The Chair paid tribute to Mr George Ramsay, Unite the Union, who had recently passed away and sent his condolences on behalf of the Joint Board to his family and friends.

**XIV DATE OF NEXT MEETING**

Monday, 8th June, 2026 at 10.00am to be held remotely unless otherwise advised.

Councillor Gary HOLT, Chairperson.

*This page is intentionally left blank*

ITEM No ...3.....
-------------------

REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 8 JUNE 2026

REPORT ON: OPERATIONAL RESTRICTIONS AND CLOSURES

REPORT BY: BRIDGE MANAGER

REPORT NO: TRB11-2026

## 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 February to 30 April 2026.

## 2.0 RECOMMENDATIONS

2.1 The Joint Board are asked to note the contents of this Report.

## 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 February and 30 April 2026 is given in the tables at paragraph 4.1.1, 4.1.2 and 4.1.3. A quarterly summary of bridge availability is given at paragraph 4.1.4.

### 4.1.1 Single Carriageway Closure

Reason	Number of Occasions	Total Duration (Hours and Minutes)	Average Duration (Minutes)
Operational	145	8 hrs 4 min	3.3
Emergency Vehicles	7	1 hr 15 mins	10.7

4.1.2 **Full Bridge Closure**

<b>Reason</b>	<b>Number of Occasions</b>	<b>Total Duration (Hours and Minutes)</b>	<b>Average Duration (Minutes)</b>
Planned Maintenance	9	25 hrs 53 min	172.6
Emergency Vehicles	5	2 hrs 42 mins	32.4

4.1.3 **High Winds Restrictions**

<b>Traffic Restricted</b>	<b>Number of Occasions</b>	<b>Total Duration (Hours and Minutes)</b>	<b>Average Duration (Minutes)</b>
Double Deck Buses	13	109 hrs 45 mins	506.5
High Sided Vehicles	3	22 hrs 56 mins	458.7
All Traffic	0	0	0

4.1.4 **Summary Of Bridge Availability 1 February to 30 April 2026**

Full availability (No restrictions)	92.1
Partial Availability (Some restrictions)	6.6
No Availability (Full closure)	1.3

## 5.0 TRAFFIC COUNT DATA

### 5.1. Traffic Counts - Annual Average Daily Total (AADT)

<i>Year</i>	<i>Month</i>	<i>No. HGV</i>	<i>No. Cars</i>	<i>Total No. of Vehicles</i>
<b>2025 3rd Quarter AADT (Aug-Oct)</b>				<b>28,713</b>
<b>2025 4th Quarter AADT (Nov-Jan)</b>				<b>24,666</b>
2026	February	3571	21,617	25188
	March	3539	23,805	27344
	April	3725	24,022	27747
<b>2026 1<sup>st</sup> Quarter AADT (Feb-Apr)</b>		<b>3612</b>	<b>23148</b>	<b>26,760</b>

\*AADT combines Northbound and Southbound counts

NOTE: LiDAR Counter vehicle count statistics are now available for cars and larger vehicles such as vans and lorries. These classifications are based on vehicle size and broadly align with Heavy Goods Vehicle (HGV) categories which are typically defined as vehicles above 3.5 tonnes, although exact weight classification cannot be determined. This information was not previously available from carriageway loop detectors. Monthly data will now be reported.

### 5.2 Active Travel Counts - Annual Average Daily Total (\*AADT)

<i>Year</i>	<i>Month</i>	<i>No. Pedestrians</i>	<i>No. Cyclists</i>	<i>Counter Provider</i>
2025	August	~212	211	Lidar Counter
	September	138	192	Lidar Counter
	October	108	155	Lidar Counter
<b>2025 3<sup>rd</sup> Quarter AADT</b>		<b>153</b>	<b>186</b>	
2025	November	92	131	Lidar Counter
	December	84	96	Lidar Counter
2026	January	81	85	Lidar Counter
<b>2025 4<sup>th</sup> Quarter AADT</b>		<b>86</b>	<b>104</b>	
2026	February	105	213	Lidar Counter
	March	163	137	Lidar Counter
	April	199	144	Lidar Counter
<b>2026 1<sup>st</sup> Quarter AADT</b>		<b>156</b>	<b>165</b>	

\*AADT combines Northbound and Southbound counts

~The August 2025 average pedestrian count excludes an outlier number of 2,023 pedestrians who crossed the bridge on 17 August 2025 for the Kilt walk charity event.

**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  
26 MAY 2026**

**REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 8 JUNE 2026**

**REPORT ON: UPDATE ON ENGINEERING WORKS**

**REPORT BY: BRIDGE MANAGER**

**REPORT NO: TRB12-2026**

## **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 The implications to bridge users resulting from the Cathodic Protection (CP) project will involve a series of short-term closures (0020 to 0500) over non-consecutive nights in June and July 2026 to allow systematic erection and dismantling of column cradle units.

## **5.0 BACKGROUND**

5.1 The CP works were delayed from a summer 2025 start due to delays in receiving a Marine Licence, with works commencing on site on 6 October 2025. A new CP system has been installed to the columns on piers 2 and 3 and compliance testing has been completed successfully. Scaffold to these piers is now being removed. The cradle works have commenced and steady progress is being made, however, complexities of access have enforced the addition of further night bridge closures in July and pushed projected project completion by one month to the end of July. Bridge management is working closely with the contractor to mitigate the delay and confirm that costs are still within the existing committed finances.

5.3 The design of the new under-bridge inspection gantries is progressing following a delay in the design process due to UKCA conformity conditions. The design of the gantries is now fully completed and is now with Cat 3 checking engineers. Installation is anticipated for Autumn 2027 and it can be confirmed that this installation date will not affect the overall project expenditure but has resulted in a reprofiling of budget in financial years 2026/27 and 2027/28. Transport Scotland are aware of our requirement for multiple-year project funding to conclude this contract.

**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  
26 MAY 2026**

**REPORT TO:** TAY ROAD BRIDGE JOINT BOARD - 8 JUNE 2026

**REPORT ON:** RESPONSE TO INTERNAL AUDITOR'S ANNUAL REPORT TO MEMBERS

**REPORT BY:** BRIDGE MANAGER

**REPORT NO:** TRB13-2026

## **1.0 PURPOSE OF REPORT**

1.1 This report is in response to the Annual Report, reference 2026/07, prepared by the Board's Internal Auditor, Henderson Loggie, on Health and Safety; Budgetary Control; Risk Management and previous Audit follow-up reviews. A copy of the Internal Auditor's annual report is included as Appendix 1.

## **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.
- ii) Instruct the Bridge Manager to implement the Internal Auditor's recommendations as set out in paragraph 5.2 and 5.3.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 There are no financial implications associated with this report.

## **4.0 BACKGROUND**

### Introduction

4.1 The Board's Internal Audit Needs Assessment and Strategic Plan 2025 – 2028 (Report No. TRB22-2025, reported to September 2025 Board) is reviewed at least annually by Senior Management in conjunction with Henderson Loggie and external auditors, to take account of any changes in the Board's risk profile. The review in August 2025 resulted in an internal audit programme for 2025/26, detailed in Henderson Loggie report 2026/02 - Internal Audit Annual Plan 2025/26 (Report No. TRB22-2025, reported to September 2025 Board). This programme confirmed that Health and Safety; Budgetary Control; Risk Management and previous Audit follow-up reviews were areas of risk to be reviewed in 2025/26.

## **5.0 REPORT**

### 5.1 Internal Auditor's Annual Report

5.1.1 The Internal Auditor's Annual Report, reference 2026/07 (appendix 1), describes the scope of the audit work undertaken, the specific objectives of the audit and the principal conclusions drawn from the review.

5.1.2 The report is based on the findings of the following individual reports:

2026/03 Health and Safety (TRB09 reported to March 2026 Board)

2026/04	Budgetary Control (appendix 2)
2026/05	Risk Management (appendix 3)
2026/06	Follow-up Reviews (appendix 4)

- 5.1.3 Henderson Loggie consider that the Board has adequate and effective arrangements for budgetary control and risk management and proper arrangements are in place to secure value for money. However, two priority 3 recommendations were made in relation to the Health and Safety audit and one priority 3 recommendation required further action as identified in the Follow-up Reviews audit.

Action points identified are categorised as follows:

Priority 1 – Critical issues which require consideration by the Board  
Number of Actions – Nil

Priority 2 – Significant matters which the Bridge Manager can resolve  
Number of Actions – Nil

Priority 3 – Routine, less significant actions not requiring urgent action  
Number of Actions – Three

## 5.2 Priority 3 Action Points

- 5.2.1 The following recommendations in report reference 2026/03 Health and Safety were agreed:
- 5.2.2 The Joint Board should strengthen the clarity and transparency of future PI reporting by ensuring that the PI Summary Report clearly states when it was finalised and approved and any inspection limitations recorded in individual PI reports are reflected in the Summary Report, including a brief explanation of the reason for restricted access and confirmation of how and when the outstanding inspection will be completed.
- 5.2.3 The Bridge Manager should ensure that any key decisions or actions agreed during informal operational oversight meetings between the Bridge Manager and Engineer to the Joint Board are formally recorded. As a minimum, a brief note or action log should be retained summarising key inspection updates discussed and decisions taken or agreed next steps; and any matters requiring escalation to the Joint Board or inclusion in formal quarterly reporting.
- 5.2.4 Report 2026/06 Follow-up Reviews confirmed that the following recommendations from report reference 2025/04 Procurement and Creditors/Purchasing was noted as partially implemented:
- 5.2.5 The Bridge Manager, in collaboration with the Clerk to the Board, and Engineer to the Board, should determine practical procurement thresholds for the purchase of goods, services and works which meet the operational requirements of the Board, while allowing for appropriate oversight from the Clerk and the Joint Board. These will be presented to the Joint Board for review and approval.

- 5.2.6 The Board's procedures should then be updated to reflect the new thresholds, if approved, and to document exceptions where standard tender procedures may not need to be applied. A review of the Board's Standing Orders (including the Tender Procedures) will be undertaken at the same time as the review of the Dundee City Council Standing Orders which is scheduled to take place in May 2027.

## **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 CONSULTATION**

- 7.1 The Clerk, Treasurer and the Engineer 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  
26 MAY 2026**

*This page is intentionally left blank*

# Tay Road Bridge Joint Board

## Annual Report to the Joint Board and Bridge Manager on the Provision of Internal Audit Services for 2025/26

Internal Audit report No: 2026/07  
Draft issued: 14 May 2026  
Final issued: 18 May 2026



*This page is intentionally left blank*

		Page
<b>Section 1</b>	<b>Annual Report and Opinion</b>	<b>1</b>
<b>Section 2</b>	<b>Reports Submitted</b>	<b>3</b>
<b>Section 3</b>	<b>Summary of Results and Conclusions</b>	<b>4 - 8</b>
<b>Section 4</b>	<b>Time Spent - Budget v Actual</b>	<b>9</b>
<b>Section 5</b>	<b>Operational Plan for 2026/27</b>	<b>10</b>



*This page is intentionally left blank*

## Annual Report and Opinion

### Introduction

- 1.1 We were reappointed as internal auditors of Tay Road Bridge Joint Board, (“the Board”) for the period 1 April 2025 to 31 March 2028. This report summarises the internal audit work performed during 2025/26.
- 1.2 An Audit Needs Assessment (ANA), based on the areas of risk that the Board is exposed to, was developed as part of the internal audit programme for 2025/26 (Internal Audit Report 2026/01, issued in August 2025). The ANA was prepared following discussion with the Bridge manager and with reference to the CIPFA Code of Practice for Internal Audit in Local Government in the United Kingdom, and from a review of various Joint Board documents, previous internal audit reports and the Board’s Risk Register. This was supplemented by our own assessment of the risks faced by the Board. Following on from the ANA, a Strategic Plan was formulated covering the normal three-year internal audit cycle from 2025/26 to 2027/28 and this was approved by the Joint Board, together with the ANA, at its meeting in August 2025.
- 1.3 The internal audit work undertaken in the year followed that set out in year one of the Strategic Plan for 2025/26 to 2027/28.
- 1.4 The reports submitted during 2025/26 are listed in Section 2 of this report and a summary of results and conclusions from each finalised assignment is given at Section 3.
- 1.5 An analysis of time spent against budget is included at Section 4.

### Global Internal Audit Standards in UK Public Sector Reporting Requirements

- 1.6 The Board has responsibility for maintaining an effective internal audit activity. You have engaged us to provide an independent, risk-based assurance and consultancy internal audit service. To help you assess that you are maintaining an effective internal audit activity we:
  - Confirm our independence;
  - Have produced this document and carry out all our internal audit practice in line with the requirements of the Global Internal Audit Standard (GIAS) (effective from 9 January 2025) and the Global Internal Audit Standards in the UK Public Sector (effective from 1 April 2025). Together, these have replaced the Public Sector Internal Audit Standards (PSIAS) previously in place.
  - Provide information about the year’s activity and the work planned for next year in this report; and
  - Provide quality assurance through self-assessment and independent external review of our methodology and operating practices.



## Global Internal Audit Standards in UK Public Sector Reporting Requirements (continued)

- 1.7 Self-assessment is undertaken through:
- Our continuous improvement approach to our service. We will discuss any new developments with management throughout the year;
  - Ensuring compliance with best professional practice, in particular the Global Internal Audit Standards in the UK Public Sector;
  - Annual confirmation from all staff that they comply with required ethical standards and remain independent of clients;
  - Internal review of each assignment to confirm application of our methodology which is summarised in our internal audit manual; and
  - Annual completion of a checklist to confirm our Global Internal Audit Standards in the UK Public Sector compliance.
- 1.8 External assessment is built into our firm-wide quality assurance procedures. Henderson Loggie LLP is a member of Prime Global, a global association of independent accountancy firms. Continued membership of Prime Global is dependent on maintaining a high level of quality and adhering to accounting and auditing standards in the provision of our services. An independent review was undertaken during May / June 2024 of the firm's policies and procedures relating to internal audit services and their application to the firm's internal audit clients. The independent review confirmed that Henderson Loggie was, in all material respects, compliant with the requirements of PSIAS.

## Significant Issues

- 1.9 There were no issues identifying major internal control weaknesses noted from our internal audit work carried out during the year. In general, procedures were operating well in the areas selected, but a few areas for further strengthening or improvement were identified, and action plans have been agreed to address these issues.

## Opinion

- 1.10 In our opinion, the Board has adequate and effective arrangements for risk management, control and governance. Proper arrangements are in place to promote and secure Value for Money. This opinion has been arrived at taking into consideration the work we have undertaken during 2025/26 and in previous years since our initial appointment.



## Reports submitted

Number	Title	Overall Grade	Recommendations	Priority 1	Priority 2	Priority 3
2026/01	Audit Needs Assessment and Strategic Plan 2025 to 2028	N/A	N/A	-	-	-
2026/02	Internal Audit Annual Plan 2025/26	N/A	N/A	-	-	-
2026/03	Health & Safety	Good	2	-	-	2
2026/04	Budgetary Control	Good	-	-	-	-
2026/05	Risk Management	Good	-	-	-	-
2026/06	Follow Up Reviews 2025/26	N/A	1 of 3 recommendations required further action	-	-	1

Overall gradings are defined as follows:

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

Recommendation grades are defined as follows:

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



*This page is intentionally left blank*

## Summary of Results and Conclusions

### **2026/01 – Audit Needs Assessment and Strategic Plan 2025 to 2028**

#### **Final Issued – August 2025**

A comprehensive ANA based on the areas of risk that the Board is exposed to was undertaken in August 2025. A Strategic Plan to cover the three-year internal audit cycle from 2025 to 2028 was then formulated (refer to paragraph 1.2 above).

### **2026/02 – Internal Audit Annual Plan 2025/26**

#### **Final Issued – August 2025**

The purpose of this document was to present to the members of Tay Road Bridge Joint Board ('the Board') the annual internal audit operating plan for the year ended 31 March 2026. The plan was based on the proposed allocation of audit days for 2025/26 set out in the Audit Needs Assessment and Strategic Plan 2025 to 2028. The preparation of the Strategic Plan involved dialogue with the Bridge Manager.



## Internal Audit Annual Report 2025/26

### Report 2026/03 – Health & Safety

This audit reviewed the arrangements in place within the Joint Board in relation to planned maintenance and inspection programmes for the bridge infrastructure ensuring that these are conducted in line with all relevant regulations.

The table opposite notes each separate objective for this review and records the results.

#### Strengths

- General, Principal, scour and special inspections are carried out in accordance with Design Manual for Roads and Bridges (DMRB) CS450 and the Joint Board's Structural Inspection Requirements.
- Inspection intervals for all sampled Principal Inspections (PI) met the required six-year cycle, with a clear rationale for General Inspection (GI) timing during major works.
- Inspection records demonstrate the use of appropriate methods and access arrangements, with limitations documented where applicable.
- Inspection findings are consistently used to inform maintenance planning, capital phasing and investment prioritisation.
- Quarterly Engineering Updates and Transport Scotland liaison meetings provide regular reporting and external oversight of inspection-related issues.
- The Asset Management Plan (AMP) and Asset Management Lifecycle Plan (AMLCP) provide a structured lifecycle planning framework.
- Roles and responsibilities for inspection oversight are clearly defined between the Bridge Manager and Engineer to the Joint Board

#### Weaknesses

- The 2025 PI Summary Report was issued with a date that pre-dated the completion of one of the component inspections, which may create ambiguity for readers regarding whether the full PI cycle had been completed at the time of reporting. An access limitation noted in one component PI report (Plaza Concrete Deck) was not reflected in the PI Summary Report, which may reduce clarity for readers relying on the summary to understand the completeness of the inspection cycle.
- Informal operational discussions between the Bridge Manager and Engineer to the Joint Board are not routinely documented.

### Final Issued – February 2026

The objective of this audit was to obtain reasonable assurance that:	Grade
1. All inspections (general, principal, safety, scour, and special) are conducted in accordance with Transport Scotland's requirements and the Design Manual for Roads and Bridges.	Good
2. The Joint Board's asset management lifecycle plan supports proactive and risk-based maintenance.	Good
3. The Joint Board has adequate governance structures and controls to oversee maintenance and inspection activities.	Good
<b>Overall Level of Assurance</b>	<b>Good</b>



## Internal Audit Annual Report 2025/26

### Report 2026/04 – Budgetary Control

This review covered the processes and controls in place for budget setting and budgetary control within the Board.

The table opposite notes each separate objective for this review and records the results.

#### Strengths

- The Board's financial regulations set out clear responsibilities for budget setting, approval and monitoring and our testing confirmed that these regulations are followed in practice.
- Assumptions used in developing budgets and financial projections are reasonable and are clearly communicated to the Board.
- Easy to understand and adequate budget information is provided by Dundee City Council to the Bridge Manager each month on a timely basis.
- The Bridge Manager has the necessary skills and experience required to be able to manage budgets.
- There are clear responsibilities and processes for identifying and acting upon budget variations.
- Appropriate budget information is provided to the Board and is reviewed on a quarterly basis.

#### Weaknesses

- No significant weaknesses were noted during our review.

### Final Issued – April 2026

The objective of this audit was to obtain reasonable assurance that:	Grade
1. Budgets are approved, controlled and monitored in accordance with the Financial Regulations and Procedures.	Good
2. The short, medium- and longer-term financial projections are based on sound information and assumptions.	Good
3. Information is available to management which is up-to-date and in a format that can be easily understood.	Good
4. Budget holders have the necessary skills for managing budgets.	Good
5. Budget variations are reported and acted upon.	Good
6. Management and the Joint Board regularly review the organisation's overall financial position.	Good
<b>Overall Level of Assurance</b>	<b>Good</b>



## Internal Audit Annual Report 2025/26

### Report 2026/05 – Risk Management

This audit included a high-level review of the Board’s procedures for assessing, monitoring and mitigating risk.

The table opposite notes each separate objective for this review and records the results.

#### Strengths

- A formal risk management strategy, and associated policies, are in place and risk management appears to be well embedded at a management and operational level.
- Management is experienced in risk management techniques and other relevant staff have also received risk management training in the completion of risk assessments and safe working arrangements.
- The Strategic Risk Register and operational risks are monitored continually by the Management Team. The Strategic Risk Register is subject to annual review by the Joint Board.
- In line with recognised project management good practice, risk registers are developed for all major projects undertaken.

#### Actions Already Taken

- During our review we noted that whilst the Board generally has good risk management processes in place, the Risk Management Strategic Plan lacked a definition of the Board’s risk appetite for the risks identified on the Strategic Risk Register, increasing the risk of inconsistent decision-making and ineffective risk management. Without a comprehensive risk appetite statement, staff may be uncertain about acceptable risk levels, leading to either excessive caution or undue risk-taking. This ambiguity can result in unmanaged exposures, hinder achievement of strategic objectives, and increase the likelihood of financial, operational, compliance, and reputational risks. This gap was discussed with the Bridge Manager during the audit and to address this, the Bridge Manager developed an updated Risk Management Strategic Plan, which included a clear risk appetite statement that defines risk levels in practical terms and defines risk thresholds for key risk categories. The Bridge Manager presented the updated Risk Management Strategic Plan to the Joint Board at its meeting in November 2025. We have reviewed the updated Risk Management Strategic Plan and have concluded that this will now better support informed decision-making, strengthen accountability, and enhance overall risk management effectiveness.

### Final Issued – April 2026

The objective of this audit was to obtain reasonable assurance that:	Grade
1. A formal risk management process is in place, including formally documented policies and procedures.	Good
2. There are effective controls and mitigation strategies in place to manage key risks, and responsibilities for managing risks are clearly assigned and monitored.	Good
3. There is timely, accurate, and complete risk reporting to senior management and the Joint Board, and risk information is effectively communicated throughout the organisation.	Good
4. The Joint Board has clearly defined its risk appetite and this definition is effectively communicated, understood, and embedded into strategic planning, decision-making, and operational processes.	Good
<b>Overall Level of Assurance</b>	<b>Good</b>



**2026/06 – Follow-up Reviews****Final Issued – May 2026**

As part of the Internal Audit programme at the Tay Road Bridge Joint Board, we carried out a follow-up review of the recommendations made in Internal Audit reports issued during 2024/25 and reports from earlier years that had either not been subject to follow-up or where previous follow-up identified recommendations as outstanding. These were:

- Internal Audit Report 2025/04 – Procurement and Creditors; and
- Internal Audit Report 2025/05 – Follow Up Reviews 2024/25

The objective of each of our follow-up reviews was to assess whether recommendations made in previous reports have been appropriately implemented and to ensure that, where little or no progress has been made towards implementation, that plans are in place to progress them.

For the recommendations made in each of the reports listed above we ascertained by enquiry and review of supporting evidence, as appropriate, whether they had been completed or what stage they had reached in terms of completion and whether the due date needed to be revised.

The Board has made progress in implementing the previous internal audit recommendations, with one of the three recommendations reviewed classified as 'Fully Implemented', and one recommendation from internal audit report 2025/04 – Procurement and Creditors assessed as being 'Partially Implemented'. The remaining recommendation was assessed as 'Considered but not Implemented', as the Board has reviewed the requirements of the procurement legislation and has concluded that a procurement strategy and annual procurement report are not required at this time.



*This page is intentionally left blank*

## Time Spent - Actual v Budget 2025/26

	Report number	Planned days	Actual days feed	Days to fee at May 2026	Days to spend / WIP	Variance
<b>Reputation</b>						
Health & Safety	2026/03	4	4	-	-	-
<b>Financial Issues</b>						
Budgetary Control	2026/04	4	4	-	-	-
<b>Organisational Issues</b>						
Risk Management / Business Continuity Planning	2026/05	4	4	-	-	-
<b>Other Audit Activities</b>						
Management & planning, attendance at Joint Board meetings & liaising with external audit	2026/02	2	1	1	-	-
Follow-up	2026/06	1	-	1	-	-
ANA	2026/01	1	1	-	-	-
<b>Total</b>		<u>16</u>	<u>14</u>	<u>2</u>	<u>-</u>	<u>-</u>
		=====	=====	=====	=====	=====



## Operational Plan for 2026/27

- 5.1 Following our re-appointment as internal auditors for the period from 1 April 2025 to 31 March 2028 we prepared an Audit Needs Assessment and Strategic Plan for 2025 to 2028 (Internal Audit Report 2026/01, issued in August 2025).
- 5.2 An extract from the Strategic Plan, in relation to 2026/27, is shown below.

### *Proposed Allocation of Audit Days*

Audit Area	Risk Register Ref.	2026/27 Days
<b>Staffing Issues</b>		
Recruitment and Retention / HR Policies	B	4
<b>Estates and Facilities</b>		
Capital Projects	H	4
<b>Information and IT</b>		
Breach of IT Network Security	G	4
<b>Other Audit Activities</b>		
Management & planning, attendance at Joint Board meetings & liaising with external audit		2
Follow-up		1
<b>Total</b>		<b>15</b>



---

**Aberdeen:** 1 Marischal Square, Broad Street, AB10 1BL

**Dundee:** The Vision Building, 20 Greenmarket, DD1 4QB

**Edinburgh:** Level 5, Stamp Office, 10-14 Waterloo Place, EH1 3EG

**Glasgow:** Suite 5.3, Kirkstane House, 139 St Vincent Street, G2 5JF

**T:** 01224 322 100

**T:** 01382 200 055

**T:** 0131 226 0200

**T:** 0141 471 9870

Henderson Loggie LLP is a limited liability partnership registered in Scotland with registered number SO301630 and is a member of PrimeGlobal, a global association of independent accounting firms, the members of which are separate and independent legal entities. Registered office is: The Vision Building, 20 Greenmarket, Dundee, DD1 4QB. All correspondence signed by an individual is signed for on behalf of Henderson Loggie LLP. Reference to a 'partner' is a member of Henderson Loggie LLP. A list of members' names is available for inspection at each of these addresses.



*This page is intentionally left blank*

# The Tay Road Bridge Joint Board

## Budgetary Control

Internal Audit report No: 2026/04

Draft issued: 13 April 2026

Final issued: 14 April 2026



*This page is intentionally left blank*

## Contents

		Page
<b>Section 1</b>	<b>Management Summary</b>	
	• Overall Level of Assurance	1
	• Risk Assessment	1
	• Background	1
	• Scope, Objectives and Overall Findings	2
	• Audit Approach	2
	• Summary of Main Findings	3
	• Acknowledgements	3
<b>Section 2</b>	<b>Main Findings and Action Plan</b>	<b>4 - 6</b>

### Level of Assurance

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

Gradings are defined as follows:

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

### Action Grades

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



## Management Summary

### Overall Level of Assurance

<b>Good</b>	System meets control objectives.
-------------	----------------------------------

### Risk Assessment

This review focused on the controls in place to mitigate the following risks on the Tay Road Bridge Joint Board's ("the Board") Risk Register:

- Financial Sustainability – Risk that the Board is unable to deliver priorities and meet financial obligations due to financial constraints arising from funding pressures (Risk score: 12 - Amber)

### Background

As part of the Internal Audit programme at the Board for 2025/26, we carried out a review of the Board's budgetary control arrangements. Our Audit Needs Assessment identified this as an area where risk can arise and where Internal Audit can assist in providing assurances to the Joint Board and management that the related control environment is operating effectively, ensuring risk is maintained at an acceptable level.

The Board's budgeted revenue income for 2025/26 totals £2.218 million, including: £2.200 million Scottish Government Resource Grant; £0.035 million interest on revenue balances; and £0.010 million kiosk rent. Budgeted expenditure for 2025/26 amounts to £2.218 million, including: £0.758 million administration costs; £1.096 million operations costs; £0.266 million plant and equipment costs; and £0.098 million bridge maintenance costs. The revenue monitoring report issued to the Board at its meeting in March 2026 projected a year end nil deficit / surplus position against a budgeted nil deficit / surplus.

The Board's revised capital plan for 2025/26 budgeted £7.575 million for capital expenditure during 2025/26, fully funded by the Scottish Government Capital Grant allocation for 2025/26 for the same amount. The capital monitoring report issued to the Board at its meeting in March 2026 projected a final outturn of £4.511 million with £3.144 million of works delayed until 2026/27.

The Board has a service level agreement in place with Dundee City Council (DCC) for several financial services, including budgetary control. The agreed service agreement includes assistance with the preparation of annual revenue / capital budgets; the regular monitoring of revenue expenditure and preparation of budgetary control statements; and the monthly monitoring of capital expenditure and preparation of capital monitoring statements.



## Budgetary Control

### Scope, Objectives and Overall Findings

This review covered the processes and controls in place for budget setting and budgetary control within the Board.

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

Objective	Findings			
	Level of Assurance	1	2	3
To obtain assurance that:		No. of Agreed Actions		
1. Budgets are approved, controlled and monitored in accordance with the Financial Regulations and Procedures.	Good	0	0	0
2. The short, medium- and longer-term financial projections are based on sound information and assumptions.	Good	0	0	0
3. Information is available to management which is up-to-date and in a format that can be easily understood.	Good	0	0	0
4. Budget holders have the necessary skills for managing budgets.	Good	0	0	0
5. Budget variations are reported and acted upon.	Good	0	0	0
6. Management and the Joint Board regularly review the organisation's overall financial position.	Good	0	0	0
<b>Overall Level of Assurance</b>	<b>Good</b>	<b>0</b>	<b>0</b>	<b>0</b>
		System meets control objectives.		

### Audit Approach

We assessed whether the above objectives have been met by documenting the systems and controls through interviews with the Bridge Manager and Finance Staff at Dundee City Council and through review of regulations, procedures and guidance issued to budget setters and holders. We reviewed the information provided to budget holders and the budget reports utilised internally and those submitted to the Joint Board.



## Summary of Main Findings

### *Strengths*

- The Board's financial regulations set out clear responsibilities for budget setting, approval and monitoring and our testing confirmed that these regulations are followed in practice.
- Assumptions used in developing budgets and financial projections are reasonable and are clearly communicated to the Board.
- Easy to understand and adequate budget information is provided by Dundee City Council to the Bridge Manager each month on a timely basis.
- The Bridge Manager has the necessary skills and experience required to be able to manage budgets.
- There are clear responsibilities and processes for identifying and acting upon budget variations.
- Appropriate budget information is provided to the Board and is reviewed on a quarterly basis.

### *Weaknesses*

- No significant weaknesses were noted during our review.

## Acknowledgments

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



## Main Findings and Action Plan

### Objective 1 - Budgets are approved, controlled and monitored in accordance with the Financial Regulations and Procedures.

In accordance with the Board's Financial Regulations, "*The Bridge Manager shall prepare a three yearly Revenue Budget of income and expenditure and shall provide the Treasurer with all necessary information regarding requirements on a timeous basis,*" and "*Decisions relating to the Revenue Budget shall be taken by the Board. The Treasurer shall submit the draft Revenue Budget to the Board for detailed consideration in light of any relevant decisions of the Board.*"

The detailed form of the Capital Budget shall be determined by the Treasurer in accordance with the general directions of the Board. The Bridge Manager and the Engineer shall jointly prepare long-term Capital Plans and a medium-term three yearly Capital Budget of expenditure and shall provide the Treasurer with all necessary information regarding requirements on a timeous basis. The Treasurer shall submit the draft medium-term Capital Budget to the Board which will detail the Bridge Board's proposed capital programme and how it is to be financed.

The Financial Regulations also state that "*The primary responsibility for detailed monitoring and control of the Board's revenue and capital expenditure lies with the Bridge Manager*" and also that "*The Treasurer shall report periodically to the Board on its actual and projected revenue and capital expenditure for each financial year.*"

From our discussions with staff and through our review of the financial reports provided, we have concluded that these Regulations are being followed in practice.

### Objective 2 - The short, medium- and longer-term financial projections are based on sound information and assumptions.

Information on key financial assumptions, and other factors impacting on budgets, is provided by the Bridge Manager to DCC and to the Treasurer as part of the development of revenue and capital budgets annually and this provides an opportunity for effective scrutiny of assumptions. We noted that key assumptions and other significant factors are reported by the Treasurer to the Joint Board as part of the budget approval process. From our review of Joint Board papers and minutes, we confirmed that amendments to assumptions or variances in budgets were reported to the Joint Board throughout the year.



## Budgetary Control

### Objective 3 - Information is available to management which is up-to-date and in a format that can be easily understood.

Good practice in relation to budget monitoring includes regular reporting of financial information to budget holders showing:

- Committed expenditure and income to date;
- Variance against projected spend / income to date using, where appropriate, budget profiling; and
- Projected outturn (expected and, where relevant, income).

Budget monitoring reports should be in a format that is 'user friendly' and reports should be issued as soon after the relevant reporting period as is practicable to provide adequate opportunity for scrutiny and for any effective corrective action to be taken, where necessary. To facilitate this, reports should automatically highlight major variances (both under and over-spends) to direct the budget holder's attention to the expenditure or income headings where action may be required.

A Service Level Agreement is in place between the Board and DCC which provides monthly budget information on both revenue and capital budgets to the Board's key budget holders, the Bridge Manager and Bridge Engineer.

Monthly management reports, issued by DCC to the Bridge Manager, highlight for each revenue budget heading, the monthly and cumulative actual spend, full year budget and remaining balance. Projected outturn against budget is included in quarterly reports to Joint Board meetings.

From review of budget information produced during 2025/26 we concluded that clear and detailed financial information was provided to budget holders regularly throughout the year. Budget information was also provided quarterly to the Joint Board.

### Objective 4 - Budget holders have the necessary skills for managing budgets.

The Bridge Manager has many years of experience in managing contracts in both his current role (and in previous roles), including budget responsibility. The Bridge Manager is supported in managing the Board budget and interpreting revenue and capital monitoring reports by the DCC finance team and the Treasurer, as required.

Based on our review of the Board's financial performance reported to the Board in recent years (including the audited financial statements) we have concluded that the Bridge Manager has the necessary skills, experience and support structure to allow budgets to be managed effectively.



## Budgetary Control

**Objective 5 - Budget variations are reported and acted upon; and**

**Objective 6 - Management and the Joint Board regularly review the organisation's overall financial position.**

In accordance with the Board's Financial Regulations, revenue and capital expenditure shall be restricted to that included in the appropriate Budget unless proposals for additional expenditure have been approved by the Joint Board.

The Board's Financial Regulations allow virements to be utilised to fund expenditure if underspends are identified elsewhere. Virements under £10,000 must be discussed with the Treasurer and virements over £10,000 require formal approval by the Board.

Both revenue and capital budgets are reviewed quarterly by the Joint Board. We reviewed the information provided to the Joint Board and noted that it provides an appropriate summary of the organisation's financial position and explains all variances against budget for the Joint Board. The impact of any overall overspend or underspend against budget on reserves is also noted.

From the evidence made available we have concluded that budget variances are reported and acted upon and that the overall financial position is regularly monitored by senior management and formally reported to the Joint Board every quarter.



---

**Aberdeen:** 1 Marischal Square, Broad Street, AB10 1BL  
**Dundee:** The Vision Building, 20 Greenmarket, DD1 4QB  
**Edinburgh:** Level 5, Stamp Office, 10-14 Waterloo Place, EH1 3EG  
**Glasgow:** Suite 5.3, Kirkstane House, 139 St Vincent Street, G2 5JF

**T:** 01224 322 100  
**T:** 01382 200 055  
**T:** 0131 226 0200  
**T:** 0141 471 9870

Henderson Loggie LLP is a limited liability partnership registered in Scotland with registered number SO301630 and is a member of PrimeGlobal, a global association of independent accounting firms, the members of which are separate and independent legal entities. Registered office is: The Vision Building, 20 Greenmarket, Dundee, DD1 4QB. All correspondence signed by an individual is signed for on behalf of Henderson Loggie LLP. Reference to a 'partner' is a member of Henderson Loggie LLP. A list of members' names is available for inspection at each of these addresses.



# Tay Road Bridge Joint Board

## Risk Management

Internal Audit report No: 2026/05

Draft issued: 13 April 2026

Final issued: 14 April 2026



*This page is intentionally left blank*

## Contents

		<b>Page</b>
<b>Section 1</b>	<b>Management Summary</b>	
	• Overall Report Grade	1
	• Risk Assessment	1
	• Background	1
	• Scope and Objectives	2
	• Audit Approach	2
	• Summary of Main Findings	3
	• Acknowledgements	3
<b>Section 2</b>	<b>Main Findings</b>	<b>4 - 5</b>

### Level of Assurance

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

Gradings are defined as follows:

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

### Action Grades

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

## Management Summary

### Overall Level of Assurance

<b>Good</b>	System meets control objectives.
-------------	----------------------------------

### Risk Assessment

This review focused on the controls in place to identify, monitor and mitigate the risks on the Tay Road Bridge Joint Board's ('the Board') Risk Register.

### Background

As part of the Internal Audit programme at the Tay Road Bridge Joint Board ('the Board') for 2025/26, we carried out a review of the organisation's risk management arrangements. Our Audit Needs Assessment identified these as areas 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.

The Joint Board is responsible for ensuring risks are effectively managed, and this includes an ongoing assessment of the risks faced by the Board. The Management Team is responsible for reviewing and monitoring the Strategic Risk Register which is then reported to the Joint Board annually. The Management Team is responsible for implementing the Board's Risk Management Strategic Plan and providing staff with an understanding of the Board's objectives, the environment in which it operates and the risks it faces.

## Risk Management

### Scope, Objectives and Overall Findings

This audit included a high-level review of the Board's procedures for assessing, monitoring and mitigating risk.

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

Objective	Findings			
<b>The objective of our audit was to:</b>		<b>1</b>	<b>2</b>	<b>3</b>
		<b>No. of Agreed Actions</b>		
1. A formal risk management process is in place, including formally documented policies and procedures.	<b>Good</b>	0	0	0
2. There are effective controls and mitigation strategies place to manage key risks, and responsibilities for managing risks are clearly assigned and monitored.	<b>Good</b>	0	0	0
3. There is timely, accurate, and complete risk reporting to senior management and the Joint Board, and risk information is effectively communicated throughout the organisation.	<b>Good</b>	0	0	0
4. The Joint Board has clearly defined its risk appetite and this definition is effectively communicated, understood, and embedded into strategic planning, decision-making, and operational processes.	<b>Good</b>	0	0	0
<b>Overall Level of Assurance</b>	<b>Good</b>	<b>0</b>	<b>0</b>	<b>0</b>
		System meets control objectives.		

### Audit Approach

We discussed the risk management process with staff and reviewed appropriate policies and procedures. Risk management documents and reports, such as the risk register, were then reviewed.

## Summary of Main Findings

### **Strengths**

- A formal risk management strategy, and associated policies, are in place and risk management appears to be well embedded at a management and operational level.
- Management is experienced in risk management techniques and other relevant staff have also received risk management training in the completion of risk assessments and safe working arrangements.
- The Strategic Risk Register and operational risks are monitored continually by the Management Team. The Strategic Risk Register is subject to annual review by the Joint Board.
- In line with recognised project management good practice, risk registers are developed for all major projects undertaken.

### **Action Already Taken**

- During our review we noted that whilst the Board generally has good risk management processes in place, the Risk Management Strategic Plan lacked a definition of the Board's risk appetite for the risks identified on the Strategic Risk Register, increasing the risk of inconsistent decision-making and ineffective risk management. Without a comprehensive risk appetite statement, staff may be uncertain about acceptable risk levels, leading to either excessive caution or undue risk-taking. This ambiguity can result in unmanaged exposures, hinder achievement of strategic objectives, and increase the likelihood of financial, operational, compliance, and reputational risks. This gap was discussed with the Bridge Manager during the audit and to address this, the Bridge Manager developed an updated Risk Management Strategic Plan, which included a clear risk appetite statement that defines risk levels in practical terms and defines risk thresholds for key risk categories. The Bridge Manager presented the updated Risk Management Strategic Plan to the Joint Board at its meeting in November 2025. We have reviewed the updated Risk Management Strategic Plan and have concluded that this will now better support informed decision-making, strengthen accountability, and enhance overall risk management effectiveness.

## Acknowledgment

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

## Main Findings and Action Plan

### Objective 1 – A formal risk management process is in place, including formally documented policies and procedures.

The Management Team is responsible for all governance matters, with the Bridge Manager primarily responsible for the management of risk. This includes preparing, monitoring, and updating the Board's Strategic Risk Register, and ensuring that there is an adequate risk management strategy in place to identify and mitigate risks. The Bridge Manager has drawn up a Risk Management Strategic Plan and Strategic Risk Register (last updated in November 2025).

### Objective 2 – There are effective controls and mitigation strategies place to manage key risks, and responsibilities for managing risks are clearly assigned and monitored.

The Board's Risk Management Strategic Plan, which forms part of its internal control and corporate governance arrangements, outlines the Board's underlying approach to risk management, and describes the roles and responsibilities of the Joint Board members, the officers, including the Management Team, and staff.

All risks should be assigned to a named risk owner who has responsibility for ensuring that the risk is managed and monitored over time. We noted that the risk register includes details of the responsible officer assigned to each risk.

The development of the Strategic Risk Register is led by the Management Team, with only limited input from other staff, although discussions are held with senior officers from Dundee City Council to identify risks which may impact on the Board. However, risk identification and management are inherent in the day-to-day operations of the Management Team, and other senior staff. In addition, risks are highlighted through regular operational meetings and are escalated to the Management Team as necessary. It is recognised in the Risk Management Strategic Plan that all staff have an important role to play in the identification of risks, due to their involvement in day-to-day operations.

When reviewing the risk register, the Management Team consider the key risks of stakeholders, including the constituent local authorities. Operational risks are considered by the Management Team during the operational planning process and during development of the annual maintenance plans, which are also subject to ongoing review by the Management Team. In line with recognised project management good practice, risk registers are developed for all major projects undertaken.

In order to manage risk effectively, the Board needs to know what risks it faces, and must have a structured approach in place to ensure consistent evaluation of those risks. Identifying risks is the first step in building the Board's risk profile. There are two distinct phases: initial risk identification (which has been undertaken through the formation of the Board's risk register); and continuous risk identification, which is necessary to identify new risks that did not previously arise, changes in existing risks, or risks that did exist ceasing to be relevant to the Board. From our review of the Joint Board minutes, we noted that the risk register is reviewed annually, which includes considering if there are any new or emerging risks that need to be added to the risk register. Given the limited activities of the Board and the relatively static nature of the Board's strategic risks an annual review of the risk register appears appropriate.

## Risk Management

### **Objective 3 – There is timely, accurate, and complete risk reporting to senior management and the Joint Board, and risk information is effectively communicated throughout the organisation.**

The Strategic Risk Register and operational risks are monitored continually by the Management Team. The Strategic Risk Register and Risk Management Strategic Plan are subject to annual review by the Joint Board. Given the relatively static nature of the risks facing the Board, this annual review cycle appears reasonable.

Risk Management Information is provided to the Board under a Service Level Agreement with Dundee City Council.

### **Objective 4 – The Joint Board has clearly defined its risk appetite and this definition is effectively communicated, understood, and embedded into strategic planning, decision-making, and operational processes.**

During our review we noted that the Board's Risk Management Strategic Plan did not outline the Board's approach to risk management in terms of its defined risk appetite for different categories of risk. In line with recognised good practice, including the HM Treasury's Orange Book, a risk appetite statement should be developed which provides clear, actionable guidance for management and Joint Board members.

From our review of the Risk Management Strategic Plan and Strategic Risk Register we identified that the Board's risk management processes could be enhanced by clarifying the definition of its risk appetite and then using risk appetite to inform future risk monitoring and decision making.

We noted that there was no specific definition of what each level of risk means for the Board in practical terms. For example, a moderate appetite might mean accepting risks that could cause minor service disruption (e.g., up to 14 days), but not risks that could result in significant financial loss, reputational damage, or breach of statutory duties. To aid clarity, clear thresholds should be identified for the different risk categories set out in the Strategic Risk Register, e.g. statutory/legislative compliance, financial sustainability, health & safety, information governance, resilience, partnerships, assets, governance, major project delivery, and workforce economic. We noted that it was not clear how risk appetite informed risk assessment, prioritisation, and mitigation actions. Explicitly linking risk appetite to risks on the risk register would help to clearly identify any risks that exceed the defined risk appetite and should be escalated to the Joint Board for review.

This gap was discussed with the Bridge Manager during the audit and to address this, the Bridge Manager developed an updated Risk Management Strategic Plan which included a clear risk appetite statement that defines risk levels in practical terms and sets thresholds for key risk categories. The Bridge Manager presented the updated Risk Management Strategic Plan to the Joint Board at its meeting in November 2025. We have reviewed the updated Risk Management Strategic Plan and have concluded that this will now better support informed decision-making, strengthen accountability, and enhance overall risk management effectiveness.



---

**Aberdeen** 45 Queen's Road AB15 4ZN

**Dundee** The Vision Building, 20 Greenmarket DD1 4QB

**Edinburgh** Ground Floor, 11-15 Thistle Street EH2 1DF

**Glasgow** 100 West George Street, G2 1PP

**T:** 01224 322 100

**T:** 01382 200 055

**T:** 0131 226 0200

**T:** 0141 471 9870

**F:** 01224 327 911

**F:** 01382 221 240

**F:** 0131 220 3269

Henderson Loggie LLP is a limited liability partnership registered in Scotland with registered number SO301630 and is a member of PrimeGlobal, a global association of independent accounting firms, the members of which are separate and independent legal entities. Registered office is: The Vision Building, 20 Greenmarket, Dundee, DD1 4QB. All correspondence signed by an individual is signed for and on behalf of Henderson Loggie LLP. Reference to a 'partner' is to a member of Henderson Loggie LLP. A list of members' names is available for inspection at each of these addresses.



*This page is intentionally left blank*

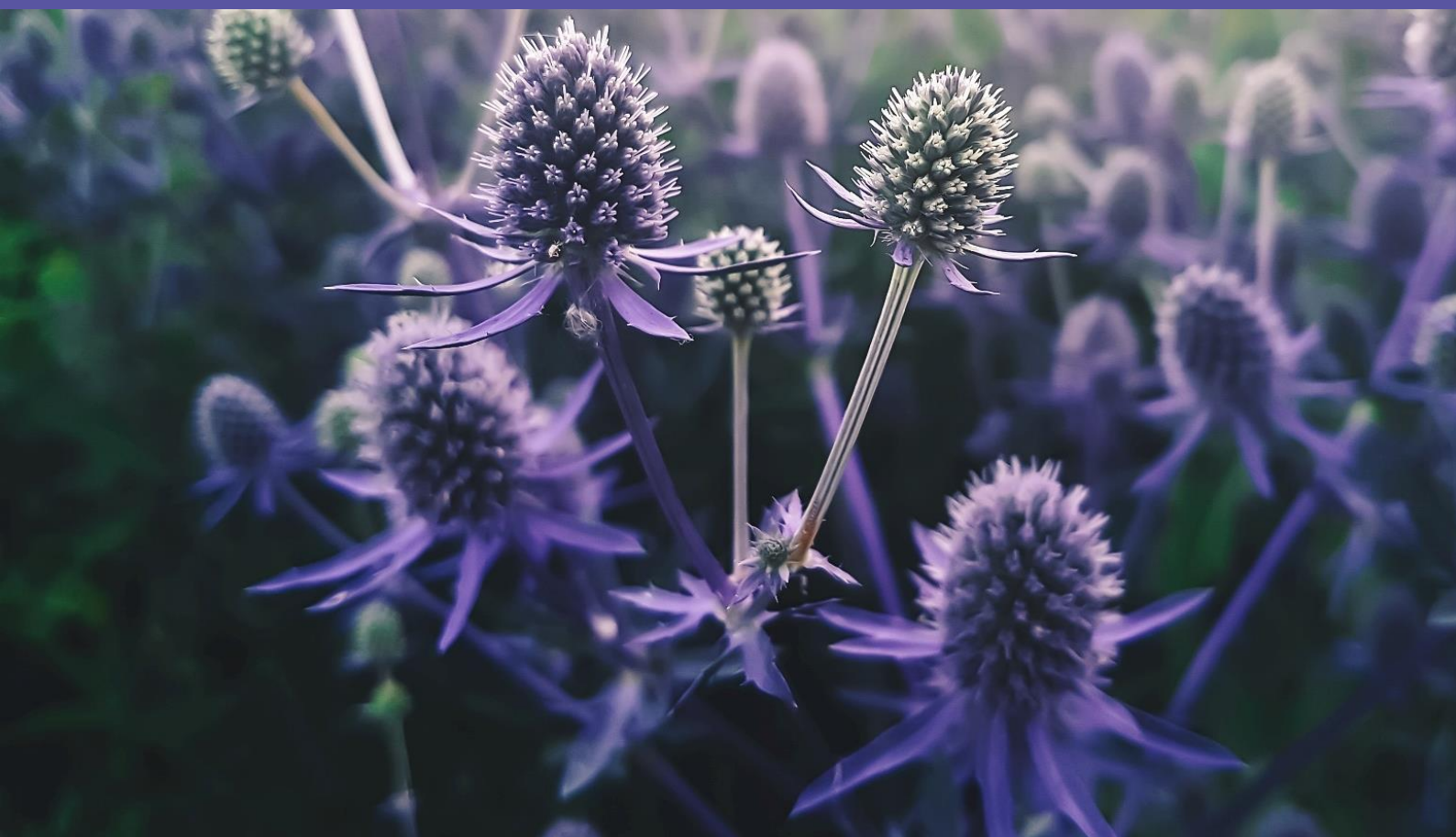
# Tay Road Bridge Joint Board

## Follow Up Reviews 2025/26

Internal Audit report No: 2026/06

Draft issued: 14 May 2026

Final issued: 18 May 2026



*This page is intentionally left blank*

## Contents

	<b>Page</b>	
<b>Section 1</b>	<b>Introduction and Background</b>	<b>1</b>
<b>Section 2</b>	<b>Objectives</b>	<b>1</b>
<b>Section 3</b>	<b>Audit Approach</b>	<b>1</b>
<b>Section 4</b>	<b>Overall Conclusion</b>	<b>1 - 2</b>
<b>Section 5</b>	<b>Acknowledgements</b>	<b>2</b>
 <b><u>Appendices</u></b>		
<b>Appendix I</b>	<b>Updated Action Plan - Internal Audit Report 2024/04 – Procurement and Creditors</b>	<b>3 - 4</b>
<b>Appendix I</b>	<b>Updated Action Plan - Internal Audit Report 2025/05 – Follow Up Reviews 2024/25</b>	<b>5</b>



*This page is intentionally left blank*

## Management Summary

### Introduction and Background

As part of the Internal Audit programme at the Tay Road Bridge Joint Board ('the Board') for 2025/26 we carried out a follow-up review of the recommendations made in Internal Audit reports issued during 2024/25, and reports from earlier years where previous follow-up identified recommendations as outstanding. These were:

- Internal Audit Report 2025/04 – Procurement and Creditors; and
- Internal Audit Report 2025/05 – Follow Up Reviews 2024/25

### Objectives of the Audit

The objective of each of our follow-up reviews was to assess whether recommendations made in previous reports have been appropriately implemented and to ensure that, where little or no progress has been made towards implementation, that plans are in place to progress them.

### Audit Approach

For the recommendations made in each of the reports listed above we ascertained by enquiry or sample testing, as appropriate, whether they had been completed or what stage they had reached in terms of completion and whether the due date needed to be revised.

Action plans from the original reports, updated to include a column for progress made to date, are appended to this report.

### Overall Conclusion

The Board has made progress in implementing the previous internal audit recommendations, with one of the three recommendations reviewed classified as 'Fully Implemented', and one recommendation from internal audit report 2025/04 – Procurement and Creditors assessed as being 'Partially Implemented'. The remaining recommendation was assessed as 'Considered but not Implemented', as the Board has reviewed the requirements of the procurement legislation and has concluded that a procurement strategy and annual procurement report are not required at this time.



## Follow Up Reviews

### Overall Conclusion (Continued)

Our findings from each of the follow-up reviews has been summarised below:

From Original Reports			From Follow-Up Work Performed				
Area	Rec. Priority	Number Agreed	Fully Implemented	Partially Implemented	Little or No Progress Made	Not Past Agreed Completion Date	Considered But Not Implemented
2025/04 – Procurement and Creditors	1	-	-	-	-	-	-
	2	1	-	-	-	-	1
	3	1	-	1	-	-	-
<b>Total</b>		<b>2</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>
2025/05 – Follow Up Reviews 2024/25	1	-	-	-	-	-	-
	2	-	-	-	-	-	-
	3	1	1	-	-	-	-
<b>Total</b>		<b>1</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Totals</b>		<b>3</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>

The grades, as detailed below, denote the level of importance that should have been given to each recommendation within the internal audit reports:

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

## Acknowledgements

We would like to thank the Bridge Manager for the co-operation and assistance we received during the course of our reviews.



# Appendix I - Updated Action Plan

## Internal Audit Report 2025/04 – Procurement and Creditors

Original Recommendation	Priority	Management Response	To Be Actioned By	No Later Than	Progress at May 2026
<p><b>R1</b> The Bridge Manager, in collaboration with the Clerk to the Board, and Engineer to the Board, should determine practical procurement thresholds for the purchase of goods, services and works which meet the operational requirements of the Board, while allowing for appropriate oversight from the Clerk and the Joint Board. These should be presented to the Joint Board for review and approval.</p> <p>The Board’s procedures should then be updated to reflect the new thresholds, if approved, and to document exceptions where standard tender procedures may not need to be applied.</p> <p>In addition, any delegated authority limits for the Business and Operations Manager and the Administration &amp; Resources Officer should be documented within the relevant Office Procedure, so that they can have ownership over procuring goods or services up to a certain value (below the Bridge Manager’s delegated authority limit).</p>	<p><b>3</b></p>	<p>Agreed</p>	<p>Bridge Manager in collaboration with Clerk/Engineer</p>	<p>30 April 2026</p>	<p>The Clerk to the Board has confirmed that the review of Standing Orders (including the Tender Procedures) will be undertaken at the same time as the review of the Dundee City Council Standing Orders, which is scheduled to coincide with the Council elections in May 2027.</p> <p><b><i>Partially Implemented</i></b></p> <p><b>Revised Completion Date:</b> June 2027</p>



## Follow Up Reviews

Original Recommendation	Priority	Management Response	To Be Actioned By	No Later Than	Progress at May 2026
<p><b>R2</b> We recommend that the Board produces, approves, and publishes a procurement strategy and annual procurement report for each financial year where it expects to have significant procurement spend, in line with the requirements of the Procurement Reform (Scotland) Act 2014.</p> <p>This should ideally be done by applying the Scottish Government's statutory guidance for the Act, utilising the 'Procurement Journey' resource, and with support from the Dundee City Council (DCC) Procurement Team.</p> <p>The procurement strategy and annual procurement report should be proportionate to the size and spend of the Board.</p> <p>The Board, working with DCC Procurement Team, must prepare a procurement strategy as soon as practicable after it becomes aware of the likelihood of having procurement expenditure exceeding £5m in the financial year. The annual procurement report should then be developed no later than six months following the end of the financial year.</p>	2	<p>Agreed. Development of a Procurement Strategy will also be aligned with discussions with Transport Scotland and the budget setting and monitoring cycle.</p>	<p>Bridge Manager</p>	<p>30 April 2026</p>	<p>Initial meetings were held with the Dundee City Council Procurement Team to cover the requirements of a Procurement Report for the Bridge, along with discussions on whether this shall cover regulated procurement only as required by the Act, or all procurement activities on the bridge with no lower reporting threshold.</p> <p>The Board has reviewed the requirements of the procurement legislation and has concluded that a procurement strategy and annual procurement report are not required at this time. However, the Board will continue to monitor the total value of regulated spend and consider the need to produce a strategy and annual report as required.</p> <p><b><i>Considered but not Implemented</i></b></p>



## Appendix II - Updated Action Plan

### Internal Audit Report 2024/02 – Contract Management (2025/05 – Follow Up Reviews 2024/25)

Original Recommendation	Priority	Management Response	To Be Actioned By	No Later Than	Progress Previously Reported	Progress at May 2026
<p><b>R3</b> The Board should ensure that, for high-risk contracts, it implements regular review meetings with the supplier’s representatives to monitor actual performance against contracted performance levels. As described in the Contract Management Procedure, these meetings should be held at a frequency which reflects the scale and complexity of the contract, taking into account the risk of suboptimal performance impacting upon the Board’s ability to maintain service delivery to bridge users. Performance reviews should take place at least annually.</p>	3	Agreed.	Bridge Manager (and delegated to contract managers)	As per contracts (at least annually, commencing in 2024)	<p>Progressing but not complete yet. Ongoing. The frequency of supplier review meetings has been identified for all high-risk contracts, e.g. monthly, quarterly, annually. Whilst review meetings with some suppliers have been performed since the audit recommendation was raised, meetings with other suppliers have still to be completed.</p> <p><b>Partially Implemented</b></p> <p><b>Revised completion date:</b> 31 December 2025</p>	<p>A review of the necessity for meetings with contracts / service providers was undertaken, and the reviews were carried out. These review meetings are intended to be an ongoing action, taking place regularly to ensure effective oversight.</p> <p>A spreadsheet of contracts is held and informs of any actions required, with comments included.</p> <p><b>Fully Implemented</b></p>



---

**Aberdeen:** 1 Marischal Square, Broad Street, AB10 1BL  
**Dundee:** The Vision Building, 20 Greenmarket, DD1 4QB  
**Edinburgh:** Level 5, Stamp Office, 10-14 Waterloo Place, EH1 3EG  
**Glasgow:** Suite 5.3, Kirkstane House, 139 St Vincent Street, G2 5JF

**T:** 01224 322 100  
**T:** 01382 200 055  
**T:** 0131 226 0200  
**T:** 0141 471 9870

Henderson Loggie LLP is a limited liability partnership registered in Scotland with registered number SO301630 and is a member of PrimeGlobal, a global association of independent accounting firms, the members of which are separate and independent legal entities. Registered office is: The Vision Building, 20 Greenmarket, Dundee, DD1 4QB. All correspondence signed by an individual is signed for on behalf of Henderson Loggie LLP. Reference to a 'partner' is a member of Henderson Loggie LLP. A list of members' names is available for inspection at each of these addresses.



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

**REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 8 JUNE 2026**

**REPORT ON: LOCAL CODE OF CORPORATE GOVERNANCE**

**REPORT BY: TREASURER**

**REPORT NO: TRB 14-2026**

**1 PURPOSE OF REPORT**

1.1 To review and update the Joint Board's Local Code of Corporate Governance.

**2 RECOMMENDATIONS**

It is recommended the Joint Board:

- 2.1 approves the annual compliance review and updated Local Code of Corporate Governance as detailed in Appendix 1.
- 2.2 notes the progress against the 2025/2026 improvement action plan in Appendix 2.
- 2.3 approves the areas for improvements listed in Appendix 3 for 2026/2027.

**3 FINANCIAL IMPLICATIONS**

3.1 None.

**4 BACKGROUND**

- 4.1 In 2016, CIPFA extensively revised the Code in its publication "Delivering Good Governance in Local Government: Framework" and the accompanying Guidance notes for Scottish Authorities, 2016 edition. The contents of the attached arise as a result of consideration of the Code including the requirement to improve accountability to the public and stakeholders by explaining how the authority has resolved any governance issues raised in the previous year's statement. An Annual Governance Statement is included in the Board's Annual Accounts.
- 4.2 The annual compliance review seeks to maintain a high standard of corporate governance and to ensure continuous improvement. Previous compliance reviews suggest a high level of compliance

with the guidelines, although further areas for improvement have been identified and acted upon as required. All Internal Audit and External Audit reviews are also reported to the Joint Board.

## **5 CURRENT COMPLIANCE REVIEW**

- 5.1 The current compliance review against existing guidance, to consider Corporate Governance arrangements and their implications for the authority, was carried out by the Treasurer and agreed by the Joint Board.
- 5.2 Consistent use of the same scoring mechanism supports year on year monitoring of improvement and allows the Joint Board to assess the extent of its compliance with the guidelines. The scoring mechanism suggests that the Joint Board has a high level of compliance with the guidelines, which given their wide scope is considered very good.
- 5.3 The scoring mechanism was used to assist and prepare the Improvement Agenda in Appendix 3 whereby senior officers identified areas where compliance with the code could be improved during the year. This also helps inform the overall Improvement Agenda in the Joint Board's Annual Governance Statement.
- 5.4 In addition, as part of the Annual Governance Statement the Bridge Manager is required to complete a self-assessment checklist of their own governance, risk management and internal control arrangements. This exercise involves the completion of a 78-point checklist covering eight key governance areas of Service Planning and Performance Management; Internal Control Environment; Fraud Prevention and Detection; Budgeting, Accounting and Financial Control; Risk Management and Business Continuity; Asset Management; Partnerships; and Information Governance. This again indicated a very high level of compliance

## **6 POLICY IMPLICATIONS**

- 6.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

## **7 CONSULTATIONS**

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

## **8 BACKGROUND PAPERS**

None.

**PAUL THOMSON**  
**TREASURER**

**01 JUNE 2026**

**TAY ROAD BRIDGE JOINT BOARD****LOCAL CODE OF CORPORATE GOVERNANCE (2025/2026)****FOREWORD**

Tay Road Bridge Joint Board strives to meet the highest standards of corporate governance to help ensure that it meets its objectives. The Joint Board is determined to ensure that it delivers the best possible services to city residents. It has developed a modern and effective local democracy that responds quickly and flexibly, delivering high quality services when and where people need them.

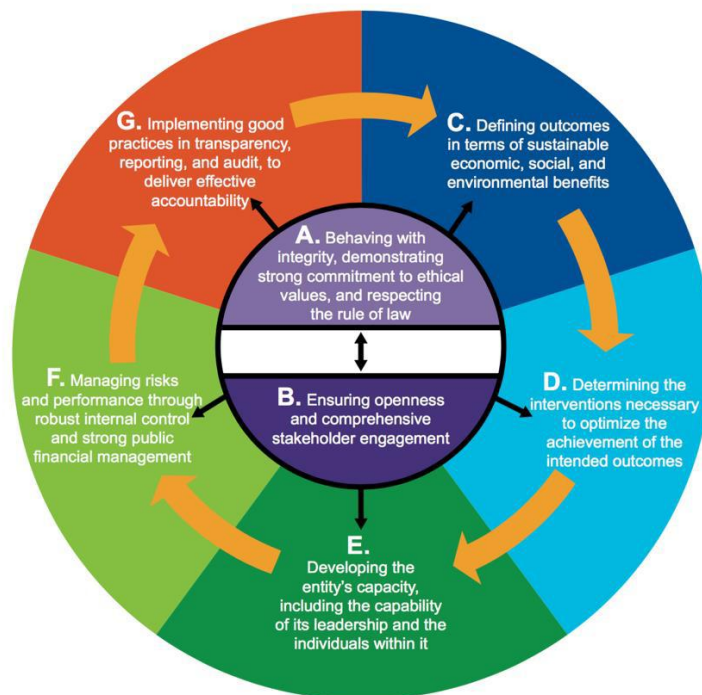
The Joint Board is committed to effective decision-making that is transparent and open to genuine scrutiny. To support this, it provides on its website ([www.tayroadbridge.co.uk](http://www.tayroadbridge.co.uk)) details of its plans, policies, procedures and performance.

**DEFINITION**

Corporate governance is the system by which Tay Road Bridge Joint Board directs and controls its functions and relates to its users. An Annual Governance Statement is included in the Joint Board's Annual Report and Accounts each year.

**THE CODE**

The Local Code of Corporate Governance for the Council consists of seven main principles of good governance derived from CIPFA's Delivering Good Governance in Local Government: Framework (2016):-



*Delivering Good Governance in Local Government* sets out seven core principles for good governance:

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

### **Annual Review**

Compliance with the seven core principles for good governance will be assessed on an annual basis the Bridge Manager and Treasurer.

### **Evidence of Compliance with Core Principles**

The following pages set out the evidence which demonstrate the Tay Road Bridge Joint Board's compliance with the core principles and compliance with the requirements of the framework. Hyperlinks are provided where available and the table highlights new evidence and any current evidence that has been updated in the last 12 months.

Evidence	Local Code of Corporate Governance Principles							Comments
	A	B	C	D	E	F	G	
<a href="#">Annual Accounts 2024/2025</a>	✓	✓	✓	✓	✓	✓	✓	
Annual External Audit Report 2024/25	✓	✓	✓	✓	✓	✓	✓	
Annual External Audit Report 2024/25 Response	✓	✓	✓	✓	✓	✓	✓	
<a href="#">Annual Governance Statement (Forms part of the Annual Accounts)</a>	✓			✓		✓		
2025-2026 Revenue Budget		✓	✓	✓		✓	✓	
<a href="#">Strategic Risk Management and Strategic Risk Register</a>			✓	✓		✓	✓	
<a href="#">Standing Orders of the Board, Financial Regulations</a>	✓							
<a href="#">Tender Procedures</a>	✓							
<a href="#">Delegation of Powers</a>	✓							
<a href="#">Counter Fraud and Corruption Policy</a>	✓							
<a href="#">Whistle-blowing Policy</a>	✓							
<a href="#">Complaints Procedure</a>	✓							
<a href="#">Strategic Plan 2025-2030</a>		✓						
<a href="#">Board Minutes</a>		✓						
<a href="#">Freedom of Information Policy</a>		✓						

<a href="#">Communications Strategy</a>		✓						
The Joint Board's structure, functions and powers are prescribed in the <a href="#">Tay Road Bridge Order Confirmation Act 1991</a> .			✓					
<a href="#">Strategic Plan 2025-2030</a>			✓					
Business Continuity Plan			✓					

**TAY ROAD BRIDGE JOINT BOARD****IMPROVEMENT AGENDA FOR 2025/2026 – WITH PROGRESS UPDATES**

	<b>Improvement</b>	<b>Source</b>	<b>Details</b>	<b>Responsible Officer</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments (e.g. Estimated Completion Date, Reasons for delays, etc.)</b>
1	Review all Board Human Resource policies to provide comfort that the Board's policies are aligned with Dundee City Council (DCC) and up-to-date with legislation.	Annual Governance Statement self-assessment checklist, section 2: Internal Control Environment.	Carried forward from 2022/2023. In progress.	Bridge Manager	31/12/2024	Ongoing	HR policies have been reviewed in 2025/26 and fully updated, and changes will be communicated to staff and unions by September 2026.
2	Induction training for new board members.	Local Code of Corporate Governance 2022/2023 (Principle A: Integrity and Ethics).	Carried forward from 2023/2024.	Bridge Manager / Treasurer	31/03/2026	Ongoing	Content of induction agreed with Treasurer's representative. Too much time has passed since appointment of latest Board members. The induction will be offered on appointment of new Board members following the council elections in May 2027.
3	Equality and Diversity and Human Rights training to be rolled-out to all staff.	Local Code of Corporate Governance 2022/2023 (Principle A: Integrity and Ethics).	Carried forward from 2023/2024. In progress.	Bridge Manager	31/03/2025	30/06/2025	Now completed
4	Data Protection training to be rolled out to all staff.	Local Code of Corporate Governance 2022/2023 (Principle A: Integrity and Ethics and Principle F: Managing Risks and Performance).	Carried forward from 2023/2024. In progress.	Bridge Manager	31/03/2025	30/06/2025	Now completed

	<b>Improvement</b>	<b>Source</b>	<b>Details</b>	<b>Responsible Officer</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments (e.g Estimated Completion Date, Reasons for delays, etc.)</b>
5	Improve communication of Risk Assessments Method Statements (RAMS) to staff.	Annual Governance Statement self-assessment checklist, section 2: Internal Control Environment.	Carried forward from 2023/2024. In progress.	Bridge Manager	31/03/2026	22/09/2025	Now completed
6	Meetings with service providers to assess the quality of services provided under Service Level Agreements (SLAs).	Local Code of Corporate Governance 2022/2023 (Principle E: Developing the Entity's Capacity) and Annual Governance Statement self-assessment checklist, section 7: Partnerships.	Carried forward from 2023/2024.	Bridge Manager	31/03/2026	31/03/2026	Now Completed but will always be an ongoing action
7	New Strategic Plan required for 2025 to 2030.	Local Code of Corporate Governance 2023/2024 (Principles A to G).	New for 2024/2025.	Bridge Manager	31/03/2025	31/03/2025	2025 to 20230 Strategic Plan approved at March 2025 Board meeting. Completed.
8	CCTV release procedures to be updated to reflect requests from Police Scotland regarding the sharing of footage via secure links. This will assist in improving data security. Progress has been made and will the process will be concluded in 2025/26.	Local Code of Corporate Governance 2024/2025 (Principle A: Integrity and Ethics F: Managing Risks and Performance).	New in 2025/26	Bridge Manager	31/03/2026	27/02/2026	Now completed

	<b>Improvement</b>	<b>Source</b>	<b>Details</b>	<b>Responsible Officer</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments (e.g Estimated Completion Date, Reasons for delays, etc.)</b>
9	Review of Communications strategy including review of the website. In particular the review of the website will enable the sharing of bridge information to enable the effective sharing of bridge information utilising the latest industry technology.	Local Code of Corporate Governance 2024/2025(Principle B: Ensuring openness and stakeholder engagement and Principle D: Determining interventions to optimise outcomes)	New in 2025/26	Bridge Manager	31/03/2026	12/03/2026	New website went live on 12/03/2026. Completed
10	Review of Active Travel recording to confirm accuracy of output information.	Local Code of Corporate Governance 2024/2025 (Principle B: Ensuring openness and stakeholder engagement)	New in 2025/26	Bridge Manager	December 2025 Board Meeting	December 2025 Board Meeting	Completed and now part of standing Operations and Closures Report to TRBJB
11	Complete Employee Appraisals	Local Code of Corporate Governance 2024/2025 (Principle A: Integrity and Ethics and Principle E: Developing the Entity's Capacity)	New in 2025/26	Bridge Manager	30/06/2025	30/06/2025	Completed but an ongoing action

\* Carried forward items have been included in Appendix 3 with new target completion dates

*This page is intentionally left blank*

**TAY ROAD BRIDGE JOINT BOARD**

**CONTINUOUS IMPROVEMENT AGENDA FOR 2026/2027**

	<b>Improvement</b>	<b>Source</b>	<b>Details</b>	<b>Responsible Officer</b>	<b>Target Completion Date</b>
1	Review all Board Human Resource policies to provide comfort that the Board's policies are aligned with Dundee City Council (DCC) and up-to-date with legislation.	Annual Governance Statement self-assessment checklist, section 2: Internal Control Environment.	Carried forward from 2022/2023. In progress.	Bridge Manager	30/09/2026
2	Induction training for new board members.	Local Code of Corporate Governance 2022/2023 (Principle A: Integrity and Ethics).	Carried forward from 2023/2024.	Bridge Manager / Treasurer	30/06/2027
3	New Team Charter to be developed	Local Code of Corporate Governance 2024/2025 (Principle A: Integrity and Ethics and Principle E: Developing the Entity's Capacity)	Carried forward from 2025/26	Bridge Manager	31/03/2027
4	Update Tay Road Bridge Joint Board's Financial Regulations. Process to be concluded in parallel with Dundee City Council's update of its Financial Regulations.	Internal Audit Report 2024/25	Carried forward from 2025/26	Bridge Manager	31/09/2027
5	Looking towards creating video of day-to-day RAMS so that they are more easily understood by all and making these part of a E-Learning module.	Annual Governance Statement self-assessment checklist, section 2: Internal Control Environment.	New in 2026/27	Bridge Manager	31/03/2027
6	The Business Continuity Plan requires a review in 2026 and testing recorded.	Annual Governance Statement self-assessment checklist, section 5: Risk Management and Business Continuity	New in 2026/27	Bridge Manager	31/12/2026

*This page is intentionally left blank*

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

**REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 8 JUNE 2026**

**REPORT ON: ANNUAL GOVERNANCE STATEMENT FOR THE YEAR TO 31 MARCH 2026**

**REPORT BY: TREASURER**

**REPORT NO: TRB 15-2026**

**1 PURPOSE OF REPORT**

To present to the Joint Board the Annual Governance Statement for approval and inclusion in the unaudited Annual Accounts for the year ended 31 March 2026 which is also being submitted to the Joint Board.

**2 RECOMMENDATIONS**

It is recommended that the Joint Board:

- i notes the contents of this covering report;
- ii approves the Annual Governance Statement which is included as an Appendix to this report; and
- iii instructs the Treasurer to include the Annual Governance Statement in the Annual Accounts for the year to 31 March 2026.

**3 FINANCIAL IMPLICATIONS**

None.

**4 BACKGROUND**

4.1 The relevant statutory provisions regarding the preparation of the Joint Board's Accounts are contained in the Local Authority Accounts (Scotland) Amendment Regulations 2014. Section 5 of these regulations require that "...the local authority must conduct a review at least once in each financial year of the effectiveness of its system of internal control. The findings of the review... must be considered at a meeting of the local authority... (and) following consideration of the findings of the review... that authority must approve an annual governance statement." There is no requirement to have separate meetings for the consideration of the findings and then the approval of the annual governance statement. Both may be undertaken at the same meeting.

4.2 As in previous years the Annual Accounts (including the Annual Governance Statement) have been prepared in accordance with the Code of Practice on Local Authority Accounting (the Code) which stipulates that the following information should be included in the Annual Governance Statement:

- i. An acknowledgement of responsibility for ensuring there is a sound system of governance;
- ii. An indication of the level of assurance that the systems and processes that comprise the Joint Board's governance arrangements can provide;
- iii. A brief description of the key elements of the governance framework;

- iv. A brief description of the process that has been applied in maintaining and reviewing the effectiveness of the governance arrangements, including some comment on the role of the Joint Board, internal audit and other explicit reviews/assurance mechanisms;
- v. An outline of the actions taken, or proposed, to deal with significant governance issues, including an agreed action plan; and
- vi. A specific statement on whether the Joint Board's financial management arrangements conform with the governance requirements of the CIPFA (Chartered Institute of Public Finance & Accountancy) *Statement on the Role of the Chief Financial Officer in Local Government (2016)* as set out in the CIPFA's *Delivering Good Governance in Local Government: Framework (2016)*; and where they do not, an explanation of how they deliver the same impact.
- vii. A specific statement on whether the Joint Board's financial management arrangements conform with the principles and standards of the CIPFA *Financial Management Code (2019)*, and where they do not, an explanation of how they deliver the same impact.

4.3 The Annual Governance Statement for the year ended 31 March 2026 is included on Appendix A.

## 5 **POLICY IMPLICATIONS**

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 **CONSULTATIONS**

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

## 7 **BACKGROUND PAPERS**

None.

**PAUL THOMSON**  
**TREASURER**

**01 JUNE 2026**

**TAY ROAD BRIDGE JOINT BOARD**  
**ANNUAL GOVERNANCE STATEMENT**

### Scope of Responsibility

Tay Road Bridge Joint Board is responsible for ensuring that its business is conducted in accordance with the law and appropriate standards. This is to ensure that public funds and assets at its disposal are safeguarded, properly accounted for and used economically, efficiently, effectively, and ethically. The Joint Board also has a duty to make arrangements to secure continuous improvement in the way its functions are carried out.

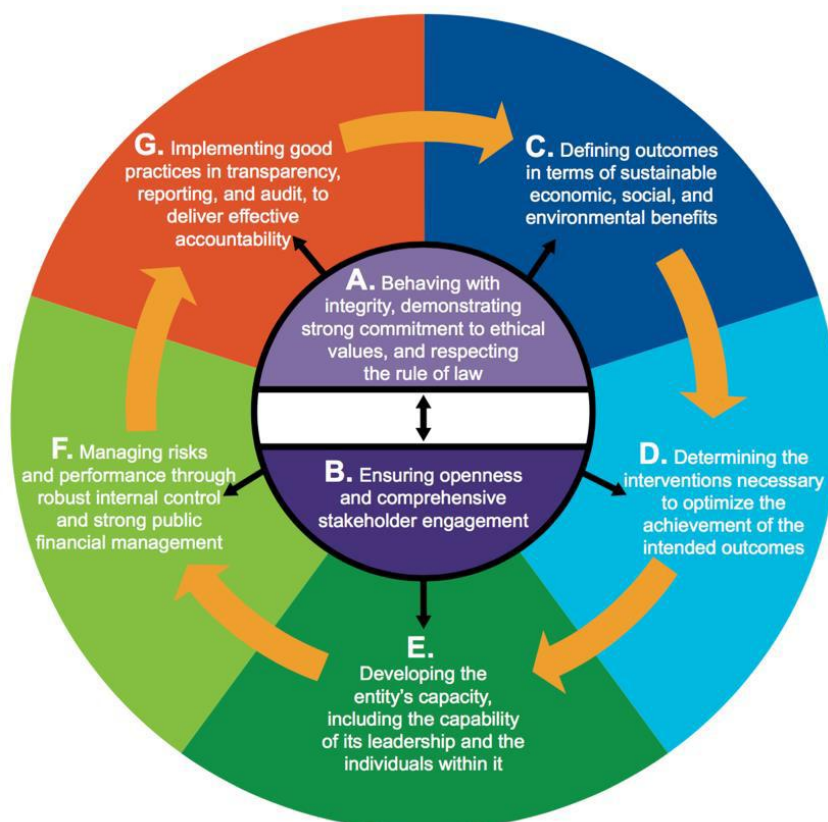
In discharging these responsibilities elected members and senior officers are responsible for implementing effective arrangements for governing the Joint Board's affairs and facilitating the effective exercise of its functions, including arrangements for the management of risk.

To this end the Joint Board will be asked to approve and adopt an updated Local Code of Corporate Governance that is consistent with the principles of the CIPFA/SOLACE (Chartered Institute of Public Finance and Accountancy / Society of Local Authority Chief Executives) framework *Delivering Good Governance in Local Government (2016)*. This statement explains how Tay Road Bridge Joint Board delivers good governance and reviews the effectiveness of these arrangements.

### The Joint Board's Governance Framework

The governance framework comprises the systems, processes, cultures and values by which the Joint Board is directed and controlled. It also describes the way it engages with and accounts to stakeholders. It enables the Joint Board to monitor the achievement of its strategic objectives and consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The framework reflects the arrangements in place to meet the seven supporting principles of effective corporate governance. These are as follows:



Within the overall control arrangements, the system of internal financial control is intended to ensure that assets are safeguarded, transactions are authorised and properly recorded, and material errors or

irregularities are either prevented or would be detected within a timely period. It is based on a framework of regular management information, financial regulations, administrative procedures and management supervision.

The overall control arrangements include:

- Reporting financial and operating information regularly to Joint Board meetings;
- Clearly defined Standing Orders and Schemes of Administration covering Financial Regulations, Tender Procedures and Delegation of Powers;
- Approved Counter Fraud and Corruption Policy which includes "whistle-blowing" arrangements under the Public Interest Disclosure Act 1998;
- Approved Anti-Bribery Policy;
- Setting targets to measure financial and service performance;
- Formal revenue and capital budgetary control systems and procedures; and
- The assurances provided by Internal Audit through their independent review work of the Joint Board's internal control systems.

Additionally, in order to support Chief Financial Officers in the fulfilment of their duties and to ensure that local authority organisations have access to effective financial advice of the highest level, CIPFA's *Role of the Chief Financial Officer (2016)* has introduced a "comply or explain" requirement in the Annual Accounts. The Treasurer complies with the principles set out in CIPFA's *Role of the Chief Financial Officer (2016)*. The new CIPFA's *Financial Management Code (2019)* (FM Code) is designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability. For the first time the FM Code sets out the standards of financial management for local authorities. Local government finance in the UK is governed by primary legislation, regulation and professional standards as supported by statutory provision. The general financial management of a local authority, however, has not until now been supported by a professional code. The FM Code has been introduced because the exceptional financial circumstances faced by local authorities have revealed concerns about fundamental weaknesses in financial management, particularly in relation to organisations that may be unable to maintain services in the future. The board complies with the principles and standards set out in CIPFA's FM Code (2019).

### **Review of Effectiveness**

Members and officers of the Joint Board are committed to the concept of sound governance and the effective delivery of Joint Board services and take into account comments made by internal and external auditors and prepare action plans as appropriate. The effectiveness of the governance framework is reviewed annually by senior officers. Their review of the Local Code of Corporate Governance, includes the completion of a self-assessment of their own arrangements. This involved the completion of a 94-point checklist covering the seven supporting principles defined in CIPFA/SOLACE's *Delivering Good Governance in Local Government (2016)*. This indicated a high level of compliance.

In addition, as part of the Annual Governance Statement process the Bridge Manager completes a self-assessment checklist of the Board's own governance, risk management and internal control arrangements. This involved the completion of a 78-point checklist covering eight key governance areas of Service Planning and Performance Management; Internal Control Environment; Fraud Prevention and Detection; Budgeting, Accounting and Financial Control; Risk Management and Business Continuity; Asset Management; Partnerships; and Information Governance. This again indicated a high level of compliance.

The Joint Board's Internal Audit provider conforms with Public Sector Internal Audit Standards and reports to the Joint Board. Internal Audit undertakes an annual programme of work, which is reported to the Joint Board. The Internal Auditor provides an independent opinion on the adequacy and effectiveness of the system of internal control. In the opinion of the Joint Board's Internal Auditor, overall the Board operates adequate internal control systems as defined in the Audit Needs Assessment. The audit and assurance work has not identified any significant gaps in the Board's control environment that would increase the risk of financial loss. This opinion was arrived at by taking into consideration the internal audit, risk management and other assurance work that has been undertaken during 2025/2026 and in previous years since the internal auditor's original appointment in 2010.

### **Continuous Improvement Agenda**

The Joint Board's progress against the Continuous Improvement Agenda items for 2025/2026 are detailed in Appendix 1. Several items are still in progress and have been carried forward to be actioned in 2026/2027. Additional areas for improvement have also been identified by Joint Board officers and these are included on Appendix 2 and form the Continuous Improvement Action Plan for 2026/2027. These were

identified in the self-assessment checklists completed as part of the Joint Board's assurance gathering process and also from Internal Audit reviews.

It is proposed that during 2026/2027 steps will be taken to address the outstanding items identified in the Continuous Improvement Agenda to further enhance the Joint Board's governance arrangements.

The annual review demonstrates sufficient evidence that the code's principles of delivering good governance in local government operated effectively and the Joint Board complies with the Local Code of Corporate Governance in all significant respects.

**Councillor Gary Holt**  
**Chair**  
**Tay Road Bridge Joint Board**  
**8 June 2026**

**Alan Hutchison**  
**Bridge Manager**  
**Tay Road Bridge Joint Board**  
**8 June 2026**

*This page is intentionally left blank*

**TAY ROAD BRIDGE JOINT BOARD****IMPROVEMENT AGENDA FOR 2025/2026 WITH PROGRESS UPDATES**

ORIGINAL IMPROVEMENT AGENDA						PROGRESS UPDATE	
	Improvement	Source	Source Date	Responsible Officer	Target Completion Date	Actual Completion Date	Comments (e.g. Estimated Completion Date, Reasons for delays, etc.)
1	Review all Board Human Resource policies to provide comfort that the Board's policies are aligned with Dundee City Council (DCC) and up-to-date with legislation.	Annual Governance Statement self-assessment checklist, section 2: Internal Control Environment.	Carried forward from 2022/2023. In progress.	Bridge Manager	31/12/2024	Ongoing	HR policies have been reviewed in 2025/26 and fully updated, and changes will be communicated to staff and unions by September 2026.
2	Induction training for new board members.	Local Code of Corporate Governance 2022/2023 (Principle A: Integrity and Ethics).	Carried forward from 2023/2024.	Bridge Manager / Treasurer	31/03/2026	Ongoing	Content of induction agreed with Treasurer's representative. Too much time has passed since appointment of latest Board members. The induction will be offered on appointment of new Board members following the council elections in May 2027.
3	Equality and Diversity and Human Rights training to be rolled-out to all staff.	Local Code of Corporate Governance 2022/2023 (Principle A: Integrity and Ethics).	Carried forward from 2023/2024. In progress.	Bridge Manager	31/03/2025	30/06/2025	Now completed
4	Data Protection training to be rolled out to all staff.	Local Code of Corporate Governance 2022/2023 (Principle A: Integrity and Ethics and Principle F: Managing Risks and Performance).	Carried forward from 2023/2024. In progress.	Bridge Manager	31/03/2025	30/06/2025	Now completed

5	Improve communication of Risk Assessments Method Statements (RAMS) to staff.	Annual Governance Statement self-assessment checklist, section 2: Internal Control Environment.	Carried forward from 2023/2024. In progress.	Bridge Manager	31/03/2026	22/09/2025	Now completed
6	Meetings with service providers to assess the quality of services provided under Service Level Agreements (SLAs).	Local Code of Corporate Governance 2022/2023 (Principle E: Developing the Entity's Capacity) and Annual Governance Statement self-assessment checklist, section 7: Partnerships.	Carried forward from 2023/2024.	Bridge Manager	31/03/2026	31/03/2026	Now Completed but will always be an ongoing action
7	New Strategic Plan required for 2025 to 2030.	Local Code of Corporate Governance 2023/2024 (Principles A to G).	New for 2024/2025.	Bridge Manager	31/03/2025	31/03/2025	2025 to 20230 Strategic Plan approved at March 2025 Board meeting. Completed.
8	CCTV release procedures to be updated to reflect requests from Police Scotland regarding the sharing of footage via secure links. This will assist in improving data security. Progress has been made and will the process will be concluded in 2025/26.	Local Code of Corporate Governance 2024/2025 (Principle A: Integrity and Ethics F: Managing Risks and Performance).	New in 2025/26	Bridge Manager	31/03/2026	27/02/2026	Now completed

9	Review of Communications strategy including review of the website. In particular the review of the website will enable the sharing of bridge information to enable the effective sharing of bridge information utilising the latest industry technology.	Local Code of Corporate Governance 2024/2025(Principle B: Ensuring openness and stakeholder engagement and Principle D: Determining interventions to optimise outcomes)	New in 2025/26	Bridge Manager	31/03/2026	12/03/2026	New website went live on 12/03/2026. Completed
10	Review of Active Travel recording to confirm accuracy of output information.	Local Code of Corporate Governance 2024/2025 (Principle B: Ensuring openness and stakeholder engagement)	New in 2025/26	Bridge Manager	December 2025 Board Meeting	December 2025 Board Meeting	Completed and now part of standing Operations and Closures Report to TRBJB
11	Complete Employee Appraisals	Local Code of Corporate Governance 2024/2025 (Principle A: Integrity and Ethics and Principle E: Developing the Entity's Capacity)	New in 2025/26	Bridge Manager	30/06/2025	30/06/2025	Completed but an ongoing action

\* Carried forward items have been included in Appendix 2 with new target completion dates.

*This page is intentionally left blank*

TAY ROAD BRIDGE JOINT BOARDIMPROVEMENT AGENDA FOR 2026/2027

	<b>Improvement</b>	<b>Source</b>	<b>Source Date</b>	<b>Responsible Officer</b>	<b>Target Completion Date</b>
1	Review all Board Human Resource policies to provide comfort that the Board's policies are aligned with Dundee City Council (DCC) and up-to-date with legislation.	Annual Governance Statement self-assessment checklist, section 2: Internal Control Environment.	Carried forward from 2022/2023. In progress.	Bridge Manager	30/09/2026
2	Induction training for new board members.	Local Code of Corporate Governance 2022/2023 (Principle A: Integrity and Ethics).	Carried forward from 2023/2024.	Bridge Manager / Treasurer	30/06/2027
3	New Team Charter to be developed	Local Code of Corporate Governance 2024/2025 (Principle A: Integrity and Ethics and Principle E: Developing the Entity's Capacity)	Carried forward from 2025/26	Bridge Manager	31/03/2027
4	Update Tay Road Bridge Joint Board's Financial Regulations. Process to be concluded in parallel with Dundee City Council's update of its Financial Regulations.	Internal Audit Report 2024/25	Carried forward from 2025/26	Bridge Manager	31/09/2027
5	Looking towards creating video of day-to-day RAMS so that they are more easily understood by all and making these part of a E-Learning module.	Annual Governance Statement self-assessment checklist, section 2: Internal Control Environment.	New in 2026/27	Bridge Manager	31/03/2027
6	The Business Continuity Plan requires a review in 2026 and testing recorded.	Annual Governance Statement self-assessment checklist, section 5: Risk Management and Business Continuity	New in 2026/27	Bridge Manager	31/12/2026

*This page is intentionally left blank*

**REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 8 JUNE 2026**

**REPORT ON: UNAUDITED ANNUAL ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2026**

**REPORT BY: TREASURER**

**REPORT NO: TRB 16-2026**

## **1 PURPOSE OF REPORT**

To provide some additional commentary on the unaudited Annual Accounts for the year ended 31 March 2026 which is being submitted to the Tay Road Bridge Joint Board along with this report.

## **2 RECOMMENDATIONS**

It is recommended the Joint Board:

- i notes the contents of this covering report;
- ii notes the unaudited Annual Accounts which have been submitted along with report;
- iii instructs the Treasurer to submit the Annual Accounts to the Controller of Audit, Accounts Commission for Scotland; and
- iv notes that the key assumptions underpinning the independent actuaries' calculation of the Board's IAS 19 liability have been reviewed and accepted by Dundee City Council as administering authority for the Pension Fund.

## **3 FINANCIAL IMPLICATIONS**

The Joint Board's 2025/2026 Movement in Reserves Statement shows a deficit of £4k during the year after the required accounting adjustments. This gives a total General Reserve Balance of £1.049m as at 31 March 2026.

## **4 BACKGROUND**

- 4.1 The relevant statutory provisions regarding the preparation of the Joint Board's Accounts are contained in the Local Authority Accounts (Scotland) Amendment Regulations 2014. Section 8 of these regulations requires that "... all the accounts of the local authority are made up and balanced as soon as practicable after the year end of each financial year and that sufficient copies of an abstract of the said accounts for each financial year are prepared ... and submitted to the authority and submitted to the appointed Auditor not later than 30 June in the next financial year...".
- 4.2 As in previous years the Annual Accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting (the Code). There are no significant changes included within the 2025/2026 Code that impact upon the Joint Board's Accounts.
- 4.3 The Annual Accounts include a detailed commentary on the figures contained therein and it is not intended to repeat this in this covering report. It is, however, worth reiterating a few of the more salient points.

- 4.4 During the financial year the Joint Board received quarterly revenue monitoring reports to keep the members fully apprised as to actual spend-to-date and the projected revenue outturn position. The Joint Board's 2025/2026 Movement in Reserves Statement shows there was a balanced budget during the year. The main variances were as follows:

	<b>£000</b>
Administration underspend	(4)
Operations underspend	(14)
Plant and Equipment underspend	(99)
Bridge Maintenance underspend	(12)
Miscellaneous Income over recovery	(9)
Reduced Revenue Grant Income	142
<b>Total</b>	<u><b>4</b></u>

Further details of the other areas of under and overspend together with reasons for these variances are included on page 10 of the Annual Accounts. The overall effect of the above resulted in a closing General Reserve Balance of £1.049m as at 31 March 2026.

- 4.5 On 2 December 2024, the Joint Board approved a 2025/2026 Capital Expenditure Programme for various works on the bridge and other miscellaneous capital purchases totalling £7.575m, which would be funded by capital grant from the Scottish Government. The Capital budget was revised to £4.511m following approval from the Joint Board at its meeting on 1 December 2025, based on the financial information available to officers at 31 October 2025. The Joint Board received quarterly capital monitoring reports to keep members fully apprised as to the actual spend-to-date and the projected capital expenditure outturn position.

During the financial year 2025/2026, the Joint Board incurred capital expenditure of £4.449m, an underspend of £0.062m against the approved revised capital budget. The underspend was due to budget adjustments and slippage across a range of projects.

- 4.6 Copies of the enclosed Accounts will now be sent to the Controller of Audit at the Accounts Commission for Scotland. He will then instruct the Joint Board's appointed external auditor (Joni McBride, Senior Audit Manager, Audit Scotland) to commence the audit of the Accounts. The outcome of the audit will be reported back to the Joint Board in due course.

## 5 **POLICY IMPLICATIONS**

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 CONSULTATIONS**

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

**7 BACKGROUND PAPERS**

None.

**PAUL THOMSON  
TREASURER**

**01 JUNE 2026**

*This page is intentionally left blank*



Tay Road Bridge  
Joint Board

# Annual Accounts

As at 31 March 2026  
Unaudited

June 2026

*This page is intentionally left blank*

# Tay Road Bridge Joint Board

## Annual Accounts 2025/2026

### Table of Contents

**All Written Statements**

Members and Officials	3
Management Commentary	4
Annual Governance Statement	13
Annual Remuneration Report	20
Statement of Responsibilities	23

**All Core Financial Statements & Their Notes:**

Expenditure and Funding Analysis	24
Comprehensive Income & Expenditure Statement	26
Movement in Reserves Statement	27
Cash Flow Statement	28
Balance Sheet	29
Notes to the Core Financial Statements	30

*This page is intentionally left blank*

**Members and Officials**

Tay Road Bridge Joint Board ("the Board") comprises 12 elected members who are appointed by the three constituent local authorities to serve on the Board. Dundee City Council nominates 6 members, Angus Council has 1 member and Fife Council nominates the remaining 5 members. Following the Scottish Local Government Elections that were held in May 2022 it was agreed by the Board that Dundee City Council would continue to act as lead authority to the Board, and consequently, the Council are required to appoint officers to serve as officials of the Board. At the end of financial year 2025/2026, the Members and Officials of the Board were:

Councillors Representing			
<b>Dundee City</b>	Fraser Macpherson (Vice- Chair)	Lynne Short	Ken Lynn
	Dorothy McHugh	Steven Rome	Wendy Scullin
<b>Angus</b>	Craig Fortheringham		
<b>Fife</b>	Gary Holt (Chair)	Jonny Tepp	Altany Craik
	Louise Kennedy-Dalby	Alan Knox	



Contact Details: Tay Road Bridge Joint Board website: <a href="http://www.tayroadbridge.co.uk">www.tayroadbridge.co.uk</a>	
<b>Bridge Manager</b>	Mr Alan Hutchison BEng (Hons), MSc, CEng, FICE, MCIHT. Bridge Office, Marine Parade, Dundee, DD1 3JB (01382 433044) <a href="mailto:alan.hutchison@tayroadbridge.co.uk">alan.hutchison@tayroadbridge.co.uk</a>
<b>Engineer</b>	Mr Gary Brady BEng (Hons), PGDip, CEng, FICE, MCIHT, Dundee City Council. C/o Dundee City Council, City Development, 50 North Lindsay Street, Dundee (01382 433711) <a href="mailto:gary.brady@dundeecity.gov.uk">gary.brady@dundeecity.gov.uk</a>
<b>Clerk</b>	Mr Roger Mennie LLB (Hons), DipLP, Dundee City Council. C/o Dundee City Council, Corporate Services, 21 City Square, Dundee (01382) 434202 <a href="mailto:roger.mennie@dundeecity.gov.uk">roger.mennie@dundeecity.gov.uk</a>
<b>Treasurer</b>	Mr Paul Thomson CPFA, Dundee City Council. C/o Dundee City Council, Corporate Services, 50 North Lindsay Street, Dundee (01382) 433633 <a href="mailto:paul.thomson@dundeecity.gov.uk">paul.thomson@dundeecity.gov.uk</a>



## Introduction

We are pleased to present the Annual Accounts for Tay Road Bridge Joint Board ("the Board") for the year ended 31st March 2026. The accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2025/2026 ("the Code"). This Management Commentary provides a context for the annual accounts and an analysis of the financial performance during the year. The principal risks and uncertainties facing the Board are identified, together with the potential impact and actions being taken.

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

## Staffing

The Tay Road Bridge Joint Board currently employ twenty members of staff in an establishment of twenty-one.

2025/26	Current Staffing	Establishment Staffing
Administration	3	3
Operational	17	18
<b>Total</b>	<b>20</b>	<b>21</b>

Staffing report TRB 07 by the bridge manager was accepted by the March 2026 Board. Within this report the bridge manager requested that the post of electrician be deleted and a Monday to Friday senior operative and operative post be established to support service delivery and succession planning. The new promoted posts have been filled internally, and the vacated posts will be filled through advertising on My Job Scotland.

Once the staffing establishment is at full complement, the Bridge will be staffed by fifteen operational shift workers and six standard Monday to Friday workers.

The Tay Road Bridge team all contribute to our aim of providing a safe and reliable journey for around 27,000 daily vehicle crossings, and for approximately two hundred daily active travel users on the shared path. Our staff undertake bridge inspections and maintenance, fleet management and administrative duties, alongside organising the safe recovery of broken-down vehicles and debris removal.

During 2025 we delivered training to help staff maintain confidence and competence in their individual roles.

## Management Arrangements with Scottish Government

During this period, the main point of contact with the Scottish Government continued to be the Trunk Road and Bus Operations Team of Transport Scotland. Virtual meetings have been held on a regular basis between Board Officers and officers from the Trunk Road and Bus Operations Team to discuss financial matters and future projects.

## Strategic Plan and Performance Summary

The 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. To support these aims we have a Strategic Plan, which details five strategic goals to guide the Board.

- Meeting User Expectations
- Fiscally Sustainable
- Transparent Governance and Clear Decision-Making Processes
- A Modern, Diverse and Well-Trained Workforce
- Quality and Standards

Key Performance Indicators (KPIs) are used to measure general performance and success in achieving these key priorities. KPIs measured include:

- Accidents and Incidents (Employees and members of the public)
- Lost Time (Employees)
- Bridge Traffic Lane Availability (reported quarterly as part of a separate report)
- Expenditure (reported as part of a separate report)
- Complaints and Questions

The Police are called to most of the Road Traffic Collision's (RTC's) on the bridge, when more than an exchange of insurance details is deemed appropriate.

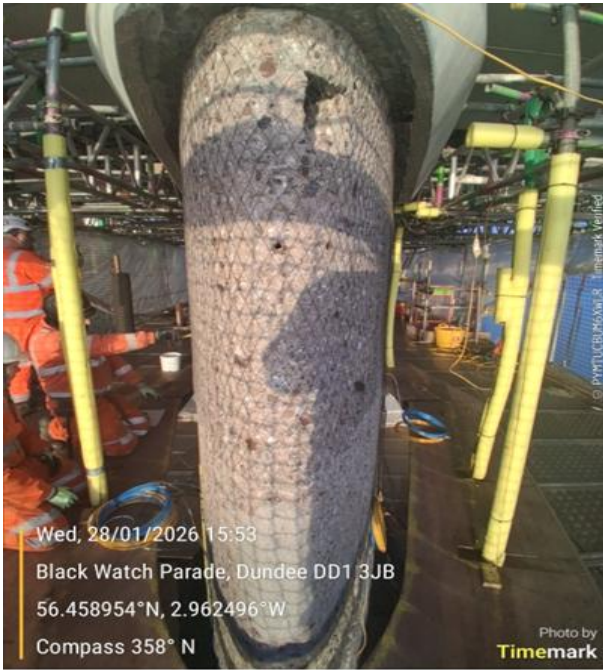
There were three accidents on the bridge in 2025, two of which required Police attendance.

## Improvement Works in 2025

**Cathodic Replacement (CP) Project:** 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. Contractor Volker Stevin was awarded the project to refurbish elements of the cathodic protection system and works required to replace the non-functioning cathodic protection within the splash zone of the four columns supported by piers 2 and 3, along with replacement of reference electrodes in other columns. This project has an anticipated completion date for the end of June 2026.



Scaffold and V-Deck Access Arrangement suspended from below bridge



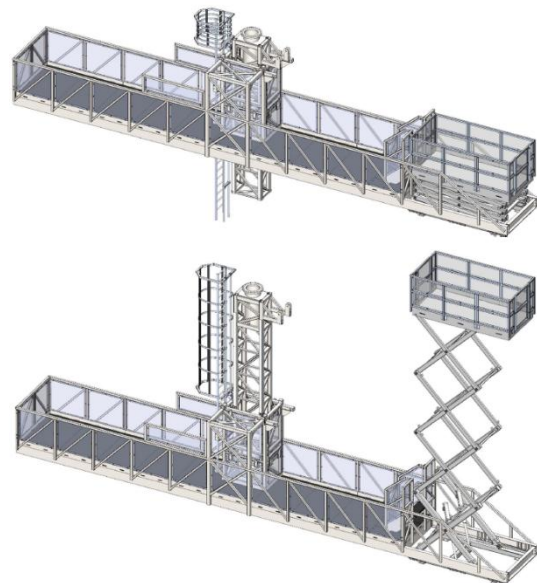
**Matt McLaren**  
Senior Supervisor

Reference electrodes installed to downstream column on pier. Photograph above shows titanium mesh in place.



Reference electrode installed with associated wiring

**Gantry Replacement:** The Engineer to the Board and the Bridge Manager have continued to work closely with WSP to deliver new inspection gantries. This project was awarded to Spencer Bridge Engineering following approval of tender report TRB 34 at the December 2024 Board meeting. The project is currently in the construction design phase and progress is being made towards an autumn 2026 installation.



**New Navigation Lights:** Following an Electrical Installation Condition Report (EICR) it was decided to renew all the navigation lights on the pontoons marking the navigation channel safer for ships heading to and from Perth Harbour. All specifications were agreed with the Northern Lighthouse Board and Forth Ports and Dundee City Council electricians undertook replacement of all the lights in March 2026.



Bridge Pontoons showing green, yellow and red marker lights at navigation channel

#### **Fife Ground Works – Improvements:**

18 August 2026 is the bridge's 60<sup>th</sup> opening anniversary. To mark the occasion, we thought a tidy up of the Fife landfall was appropriate. Pictured right is the memorial stones to the five men who died building the bridge, and below steps to Tay Street, Newport-on-Tay.



**Data Breaches**

There have been no known data breaches in the year 2025 (1 January to 31 December).

**Traffic**

One or both lanes on the bridge were closed over the past twelve months (1 April 2025 to 31 March 2026). The table below summarises the reasons and number of occurrences

Year	Wind Speed >80mph Closed to Vehicles	Wind Speed >60mph Cars Only	Wind Speed >45mph No Double Deck Buses	Works Full Closures	Breakdowns and Minor Accidents	Operational Miscellaneous and Police Closures
2021/22	2	9	44	5	22	460
2022/23	1	9	40	2	18	625
2023/24	1	11	45	3	42	393
2024/25	1	10	64	14	14	331
2025/26	1	14	53	6	21	473

**TRBJB Key Performance Indicators (KPIs)**

The following tables show our KPIs for the calendar years 2022 to 2026 (to 31 March 2026). Records taken from Supervisor Shift Reports, Accident Book, HR Records and Enquiries Spreadsheet controlled by Administration Officer. Each year is recorded as 1 January to 31 December.

**KPI Safe Services: Accidents**

Years	Accidents Involving Members of the Public*	Reportable Incidents Involving Employees (Target = 0)	Minor Accidents Involving Employees (Target = 0)	Time Lost – Employees (Hours) (Target =0)
2022	3	0	3	0
2023	5	0	1	0
2024	3	0	0	0
2025	1	0	4	0
2026	3	0	0	0

\*Target – Reduction year on year    \*\*To 31 March 2026

All accidents are investigated and, if appropriate, mitigation measures are put in place to avoid repeat occurrences. A separate H & S report is brought to the Board annually.

**Effective and Efficient Services: Complaints and Enquiries**

Years	Complaints Received	Complaints Responded To	Complaints Responded to in 10 Working Days	Enquiries Received	Enquiries Responded	Enquiries Responded to within 10 working days
Target	10% Reduction	100% of Complaints Responded to	100% of Complaints Responded to	10% Reduction Year on Year	100% of Enquiries Responded to	100% of Enquiries Responded to
2022	0	0	0	23	23	23
2023	10	10	10	47	47	47
2024	4	4	4	26	26	26
2025	1	1	1	18	18	17
2026	0	N/A	N/A	8	8	8

\*To 31 March 2026

We received one complaint in 2025 that related to the weather closure. This complaint required to be taken to stage 2 of our complaints process, and this was around the bridge closure during the named storm Eowyn. As a result of the complaint, a refreshed website was launched on 3 March 2026 and this allows for more detailed information sharing around restrictions and provides clearer warning of risks to the public regarding road conditions, via the use of an alert box and new information box. This allows all users to find all the bridge status information they need with one click.

**Effective and Efficient Services: Staff Absence**

Years	Staff Sickness (Average Days per annum) -Target <5
2022	13.75 days
2023	9.7 days
2024	7.27 days
2025	6.85 days

The Board lost an average 6.85 days per employee per year in 2025 due to sickness. This is an improvement from 2024, when an average 7.27 days per employee were lost. The improved position moves the Board closer to the KPI target of an average of five days per employee per year. The Board will look to deliver more health and wellbeing training in 2025/2026 and continue to make sure that our staff are aware of the support services available to them through our Occupational Health provider.

**Effective and Efficient Services: Payment of Invoices**

Years	Payment of Invoices within 30 days of (Target 100%)
2021/2022	99.20%
2022/2023	97.77%
2023/2024	99.63%
2024/2025	98.59%
2025/2026	98.56%

**Financial Performance Review**

**Revenue Expenditure** - The Tay Road Bridge Joint Board approved the 2025/2026 Revenue Budget at its meeting on 2 December 2024. The final budget was initially projected to be £2.065m with the projected General Reserve balance of £1.053m at 31 March 2026. The Scottish Government’s Revenue grant offer totalled £2.200m. The increased grant offer was supplemented by minor streams of budgeted income increasing the gross budgeted expenditure to £2.219m. This created an approved budget breakeven position with the additional funding being used to cover additional maintenance works, inflationary pressures and additional employers’ national insurance costs. The Board received quarterly Revenue Monitoring reports during 2025/2026. Actual gross expenditure for the year was £2.090m, with variances from budget outlined in the table below:

<b>Key Variances</b>	
<b>Administration (Underspend £4k) and Operations (Underspend £14k)</b>	This reflects underspends in both Administration and Operations relating to staff costs, as a result of the pay rise being lower than originally budgeted for.
<b>Plant &amp; Equipment (Underspend £99k)</b>	This reflects underspends associated with maintenance (£33k); the hire of the safety boat (£29k); electricity (£10k); transport repairs (£10k) along with minor underspends for other supplies and services.
<b>Bridge Maintenance (Underspend £12k)</b>	This reflects lower than anticipated expenditure on de-icing materials and repairs.
<b>Miscellaneous Income (Over Recovery £9k)</b>	This is mainly a result of increased income from electric car charging and the fibre optic cable over the bridge.

<b>2025/26 Revenue Expenditure</b>	<b>Approved Budget (£000)</b>	<b>Actual Expend / (Income) (£000)</b>	<b>Over / (Underspend) (£000)</b>
Administration	758	754	(4)
Operations	1,096	1,082	(14)
Plant and Equipment Operating Costs	266	167	(99)
Bridge Maintenance	99	87	(12)
<b>Gross Expenditure</b>	<b>2,219</b>	<b>2,090</b>	<b>(129)</b>
Scottish Government Resource Grant	(2,200)	(2,058)	142
Interest on Revenue Balances	(4)	(4)	0
Kiosk Rent	(10)	(10)	0
Miscellaneous Income	(5)	(14)	(9)
<b>Gross Income</b>	<b>(2,219)</b>	<b>(2,086)</b>	<b>133</b>
Total Net Deficit / (Surplus) met from General Reserve	0	4	4
<b>General Reserve Balance brought forward</b>	<b>(1,053)</b>	<b>(1,053)</b>	<b>0</b>
<b>General Reserve Balance carried forward</b>	<b>(1,053)</b>	<b>(1,049)</b>	<b>4</b>

**Capital Expenditure and Financing** - The Board, at its meeting on 2 December 2024, approved the 2025/2026 Capital Plan of £7.575m. This would be funded from Capital Grants. The Scottish Government’s grant offer totalled £7.900m. The Capital budget was revised to £4.511m, with agreement from the Board on at its meeting on 1 December 2025, based on the financial information available to officers at 31 October 2025. The officers delivered the expected capital works within the prescribed budget. Further analysis is outlined below. The Board will continue to liaise with Transport Scotland officers to ensure that the Board’s future funding requirements continue to be met to ensure that a continued safe and reliable service to bridge users is maintained.

The Board received quarterly Capital Monitoring reports during 2025/2026 in order to keep the members fully apprised as to the projected capital outturn position. Actual gross capital expenditure for the year was £4.449m. The following table compares the actual outturn position with budget for capital expenditure and the associated funding. The underspend against the original capital budget was due to budget adjustments and slippage across a range of projects.

2025/26 Capital Expenditure	Approved Budget (£000)	Actual Expenditure (£000)	Over/ (Underspend) (£000)
Carriageway Resurfacing	105	104	(1)
Cathodic Replacement	1,846	2,074	228
New Gantries	2,310	1,908	(402)
Scour Protection	0	11	11
Gantry - Miscellaneous	25	61	36
Miscellaneous Projects	175	232	57
Vehicles	<u>50</u>	<u>59</u>	<u>9</u>
<b>Total</b>	<b><u>4,511</u></b>	<b><u>4,449</u></b>	<b><u>(62)</u></b>

2025/26 Capital Expenditure funding	Approved Budget (£000)	Actual Income (£000)	Over / (Underspend) (£000)
<b>Capital Grant from the Scottish Government</b>	4,511	4,411	(100)
<b>Capital Receipts</b>	-	-	0
<b>Insurance Receipts</b>	-	<u>38</u>	<u>38</u>
<b>Total</b>	<b><u>4,511</u></b>	<b><u>4,449</u></b>	<b><u>(62)</u></b>

**Control of Revenue and Capital Expenditure** - The control of both the revenue and capital expenditure of the Board is an on-going and substantial exercise which requires a positive contribution from staff and elected members to ensure that the Board's financial objectives are achieved and the financial resources are fully utilised.

The Board will continue to liaise with Transport Scotland officers to ensure that the Board's future funding requirements continue to be met to ensure that a continued safe and reliable service to bridge users is maintained.

### Pension Liability (IAS 19)

Under IAS 19 (Employee Benefits) the Board is required to include figures in its Statement of Accounts relating to the assets, liabilities, income and expenditure of the pension schemes for its employees. It has been estimated the Board had a net pension liability of £235,000 as at 31 March 2026. The estimated net pension liability as at 31 March 2025 was £241,000.

### Principal Risks and Uncertainties

As part of the ongoing management of risk, senior officers conduct an annual review of strategic risk management issues which is reported to the Board. The updated Strategic Risk Register details the key risks faced by the Board and the existing controls in place. These are summarised as follows:

- Legislative changes e.g. Health and Safety, environmental, procurement. The Board maintains awareness of changes to legislation and amends policies and procedures timeously.
- Effects of changes to the economy impacting grant funding. The Board maintains financial planning, monitoring and control systems.
- Loss of structure / operational capacity through ship impact, etc. The Board has Insurance cover, has provided a pier protection system at navigation spans and maintains security through CCTV and 24 hour site attendance. In addition, Dundee Port Authority has controls and procedures governing navigation of vessels on the river

- d) Loss of operational capacity through loss of bridge / buildings. The Board maintains a regular inspection programmed and maintenance of assets.
- e) Losses through poor governance. The Board continues to review and apply recognized good governance policies.
- f) Failure to deliver projects to time and / or cost. The Board adopts robust project management procedures.
- g) Lack of financial resources. The Board's submission of applications for grant income includes robust estimates as back up. There are regular monitoring and control of expenditure against agreed budgets. Reserves are reviewed and maintained at prudent levels.
- h) Lack of staff resources, e.g. from pandemic, industrial action, recruitment issues. The Board maintains and reviews its Business Continuity Plans, consults with staff and trade unions on employment matters, manages staff absences, plans recruitment requirements in advance, and maintains a programmed of staff training.

### Future Developments

The Board recognizes the impact of continuing financial pressures created by the current economic climate and consequently it continues to seek to generate efficiencies and utilize limited resources in an effective manner.

### Conclusions

Sound financial management and effective risk management have enabled the Board to successfully manage its financial and operational performance during 2025/2026. However, significant risks surrounding future uncertainties continue to affect plans for the Board to effectively manage budgetary pressures.

### Acknowledgements

During the 2025/2026 financial year the Board's financial position has required continuous scrutiny and strict budgetary control. We would like to thank the Bridge Engineer and the Bridge staff for their assistance in controlling the Board's expenditure and income. In addition, we wish to mention our appreciation of the help and co-operation provided during the financial year by the elected members and by Roger Mennie, Clerk to the Board.

Finally, we would conclude our report by thanking all staff who contributed to the preparation of the Board's 2025/2026 Annual Accounts.



**Alan Hutchison BEng (Hons),  
MSc, CEng, FICE, MCIHT  
Bridge Manager  
Tay Road Bridge Joint Board**

8 June 2026



**Paul Thomson CPFA  
Treasurer  
Tay Road Bridge Joint Board**

8 June 2026



**Councillor Gary Holt  
Chair  
Tay Road Bridge Joint Board**

8 June 2026

## Scope of Responsibility

Tay Road Bridge Joint Board is responsible for ensuring that its business is conducted in accordance with the law and appropriate standards. This is to ensure that public funds and assets at its disposal are safeguarded, properly accounted for and used economically, efficiently, effectively, and ethically. The Joint Board also has a duty to make arrangements to secure continuous improvement in the way its functions are carried out.

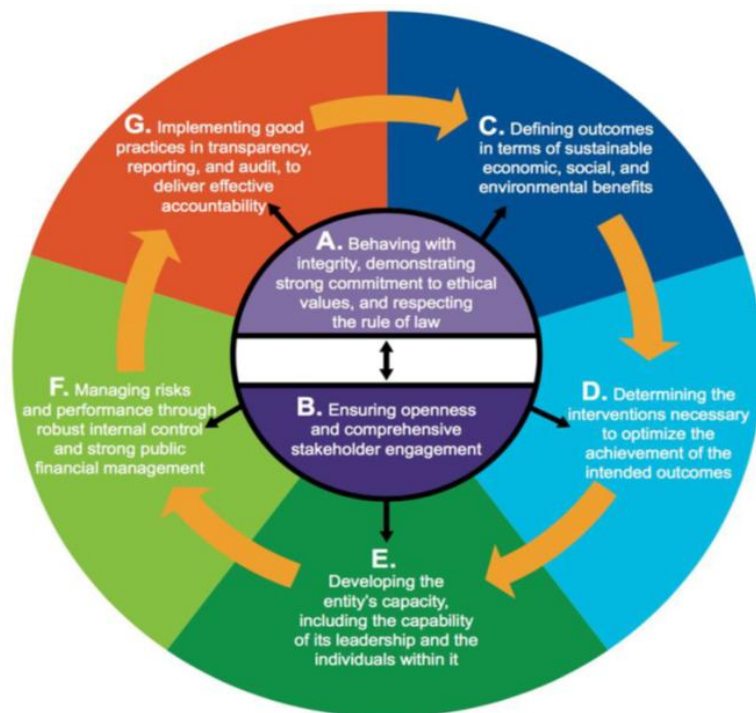
In discharging these responsibilities elected members and senior officers are responsible for implementing effective arrangements for governing the Joint Board's affairs and facilitating the effective exercise of its functions, including arrangements for the management of risk.

To this end the Joint Board will be asked to approve and adopt an updated Local Code of Corporate Governance that is consistent with the principles of the CIPFA/SOLACE (Chartered Institute of Public Finance & Accountancy / Society of Local Authority Chief Executives) framework Delivering Good Governance in Local Government (2016). This statement explains how Tay Road Bridge Joint Board delivers good governance and reviews the effectiveness of these arrangements.

## The Joint Board's Governance Framework

The governance framework comprises the systems, processes, cultures and values by which the Joint Board is directed and controlled. It also describes the way it engages with and accounts to stakeholders. It enables the Joint Board to monitor the achievement of its strategic objectives and consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The framework reflects the arrangements in place to meet the seven supporting principles of effective corporate governance. These are as follows:



Within the overall control arrangements, the system of internal financial control is intended to ensure that assets are safeguarded, transactions are authorised and properly recorded, and material errors or irregularities are either prevented or would be detected within a timely period. It is based on a framework of regular

management information, financial regulations, administrative procedures and management supervision.

**The overall control arrangements include:**

- reporting financial and operational information regularly to Joint Board meetings;
- clearly defined Standing Orders and Schemes of Administration covering Financial Regulations, Tender Procedures and Delegation of Powers;
- approved Counter Fraud and Corruption Policy, and "whistle-blowing" arrangements under the Public Interest Disclosure Act 1998;
- approved Anti-Bribery Policy;
- setting targets to measure financial and service performance;
- formal revenue and capital budgetary control systems and procedures; and
- the assurances provided by Internal Audit through their independent review work of the Joint Board's internal control systems.

Additionally, in order to support Chief Financial Officers in the fulfilment of their duties and to ensure that local authority organisations have access to effective financial advice of the highest level, CIPFA's Role of the Chief Financial Officer (2016) has introduced a "comply or explain" requirement in the Annual Accounts. The Treasurer complies with the principles set out in CIPFA's Role of the Chief Financial Officer (2016).

The new CIPFA's Financial Management Code (2019) (FM Code) is designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability. For the first time the FM Code sets out the standards of financial management for local authorities. Local government finance in the UK is governed by primary legislation, regulation and professional standards as supported by statutory provision. The general financial management of a local authority, however, has not until now been supported by a professional code. The FM Code has been introduced because the exceptional financial circumstances faced by local authorities have revealed concerns about fundamental weaknesses in financial management, particularly in relation to organisations that may be unable to maintain services in the future. The board complies with the principles and standards set out in CIPFA's FM Code (2019).

**Review of Effectiveness**

Members and officers of the Joint Board are committed to the concept of sound governance and the effective delivery of Joint Board services and take into account comments made by internal and external auditors and prepare action plans as appropriate. The effectiveness of the governance framework is reviewed annually by senior officers. Their review of the Local Code of Corporate Governance includes the completion of a self-assessment of their own arrangements. This involved the completion of a 96-point checklist covering the seven supporting principles defined in CIPFA/SOLACE's Delivering Good Governance in Local Government (2016). This indicated a high level of compliance.

In addition, as part of the Annual Governance Statement process the Bridge Manager completes a self-assessment checklist of the Board's own governance, risk management and internal control arrangements. This involved the completion of a 78-point checklist covering seven key governance areas of Service Planning and Performance Management; Internal Control Environment; Fraud Prevention and Detection; Budgeting, Accounting and Financial Control; Risk Management and Business Continuity; Asset Management; Partnerships; and Information Governance. This again indicated a high level of compliance.

The Joint Board's Internal Audit provider conforms with Public Sector Internal Audit Standards and reports to the Joint Board. Internal Audit undertakes an annual programme of work, which is reported to the Joint Board. The Internal Auditor provides an independent opinion on the adequacy and effectiveness of the system of internal control. In the opinion of the Joint Board's Internal Auditor, overall the Board operates adequate internal control systems as defined in the Audit Needs Assessment. The audit and assurance work has not identified any significant gaps in the Board's control environment that would increase the risk of financial loss. This opinion was arrived at by taking into consideration the internal audit, risk management and other assurance work that has been undertaken during 2025/2026 and in previous years since the internal auditor's original appointment in 2010.

### Continuous Improvement Agenda

The Joint Board's progress against the Continuous Improvement Agenda items for 2025/2026 is detailed in Table 1. Several items are still in progress and have been carried forward to be actioned in 2026/2027. Additional areas for improvement have also been identified by Joint Board officers and these are included in Table 2 and form the Continuous Improvement Action Plan for 2026/2027. These were identified in the self-assessment checklists that were completed as part of the Joint Board's assurance gathering process and also from Internal Audit reviews.

During 2026/2027 steps will be taken to address the outstanding items identified in the Continuous Improvement Agenda to further enhance the Joint Board's governance arrangements.

The annual review demonstrates sufficient evidence that the code's principles of delivering good governance in local government operated effectively and the Joint Board complies with the Local Code of Corporate Governance in all significant respects.



**Alan Hutchison BEng (Hons),  
MSc, CEng, FICE, MCIHT  
Bridge Manager  
Tay Road Bridge Joint Board**

8 June 2026



**Councillor Gary Holt  
Chair  
Tay Road Bridge Joint Board**

8 June 2026

*This page is intentionally left blank*

**TABLE 1: Improvement Agenda 2025/26 with Progress Updates**

	Improvement	Source	Source Data	Responsible Officer	Target Completion Date	Actual Completion Date	Comments (e.g. Estimated Completion Date, Reasons for delays, etc.)
1	Review all Board Human Resource policies to provide comfort that the Board's policies are aligned with Dundee City Council (DCC) and up-to-date with legislation.	Annual Governance Statement self-assessment checklist, section 2: Internal Control Environment.	Carried forward from 2022/2023. In progress.	Bridge Manager	31/12/2024	Ongoing	HR policies have been reviewed in 2025/26 and fully updated, and changes will be communicated to staff and unions by September 2026.
2	Induction training for new board members.	Local Code of Corporate Governance 2022/2023 (Principle A: Integrity and Ethics).	Carried forward from 2023/2024.	Bridge Manager / Treasurer	31/03/2026	Ongoing	Content of induction agreed with Treasurer's representative. Too much time has passed since appointment of latest Board members. The induction will be offered on appointment of new Board members following the council elections in May 2027.
3	Equality and Diversity and Human Rights training to be rolled-out to all staff.	Local Code of Corporate Governance 2022/2023 (Principle A: Integrity and Ethics).	Carried forward from 2023/2024. In progress.	Bridge Manager	31/03/2025	30/06/2025	Now completed
4	Data Protection training to be rolled out to all staff.	Local Code of Corporate Governance 2022/2023 (Principle A: Integrity and Ethics and Principle F: Managing Risks and Performance).	Carried forward from 2023/2024. In progress.	Bridge Manager	31/03/2025	30/06/2025	Now completed

	Improvement	Source	Source Data	Responsible Officer	Target Completion Date	Actual Completion Date	Comments (e.g. Estimated Completion Date, Reasons for delays, etc.)
5	Improve communication of Risk Assessments Method Statements (RAMS) to staff.	Annual Governance Statement self-assessment checklist, section 2: Internal Control Environment.	Carried forward from 2023/2024. In progress.	Bridge Manager	31/03/2026	22/09/2025	Now completed.
6	Meetings with service providers to assess the quality of services provided under Service Level Agreements (SLAs).	Local Code of Corporate Governance 2022/2023 (Principle E: Developing the Entity's Capacity) and Annual Governance Statement self-assessment checklist, section 7: Partnerships.	Carried forward from 2023/2024.	Bridge Manager	31/03/2026	31/03/2026	Now completed, but will always be an ongoing action.
7	New Strategic Plan required for 2025 to 2030.	Local Code of Corporate Governance 2023/2024 (Principles A to G).	New for 2024/2025.	Bridge Manager	31/03/2025	31/03/2025	2025 to 2030 Strategic Plan approved at March 2025 Board meeting.
8	CCTV release procedures to be updated to reflect requests from Police Scotland regarding the sharing of footage via secure links. This will assist in improving data security. Progress has been made and the process will be concluded in 2025/26.	Local Code of Corporate Governance 2024/2025 (Principle A: Integrity and Ethics F: Managing Risks and Performance).	New in 2025/26	Bridge Manager	31/03/2026	27/02/2026	Now completed

	Improvement	Source	Source Data	Responsible Officer	Target Completion Date	Actual Completion Date	Comments (e.g. Estimated Completion Date, Reasons for delays, etc.)
9	Review of Communications strategy including review of the website. In particular the review of the website will enable the sharing of bridge information to enable the effective sharing of bridge information utilising the latest industry technology.	Local Code of Corporate Governance 2024/2025(Principle B: Ensuring openness and stakeholder engagement and Principle D: Determining interventions to optimise outcomes)	New in 2025/26	Bridge Manager	31/03/2026	12/03/2026	New website went live on 12/03/2026. Completed.
10	Review of Active Travel recording to confirm accuracy of output information.	Local Code of Corporate Governance 2024/2025 (Principle B: Ensuring openness and stakeholder engagement)	New in 2025/26	Bridge Manager	December 2025 Board Meeting	December 2025 Board Meeting	Completed and now part of standing Operations and Closures Report to TRBJB.
11	Complete Employee Appraisals	Local Code of Corporate Governance 2024/2025 (Principle A: Integrity and Ethics and Principle E: Developing the Entity's Capacity)	New in 2025/26	Bridge Manager	30/06/2025	30/06/2025	Completed but an ongoing action.

\*Carried forward items have been included in Table 2 with new target completion dates.

**TABLE 2 – Improvement Agenda 2026/27**

	<b>Improvement</b>	<b>Source</b>	<b>Details</b>	<b>Responsible Officer</b>	<b>Target Completion Date</b>
<b>1</b>	Review all Board Human Resource policies to provide comfort that the Board's policies are aligned with Dundee City Council (DCC) and up-to-date with legislation.	Annual Governance Statement self-assessment checklist, section 2: Internal Control Environment.	Carried forward from 2022/2023. In progress	Bridge Manager	30/09/2026
<b>2</b>	Induction training for new board members.	Local Code of Corporate Governance 2022/2023 (Principle A: Integrity and Ethics).	Carried forward from 2023/2024	Bridge Manager / Treasurer	30/06/2027
<b>3</b>	New Team Charter to be developed.	Local Code of Corporate Governance 2024/2025 (Principle A: Integrity and Ethics and Principle E: Developing the Entity's Capacity).	Carried forward from 2025/26	Bridge Manager	31/03/2027
<b>4</b>	Update Tay Road Bridge Joint Board's Financial Regulations. Process to be concluded in parallel with Dundee City Council's update of its Financial Regulations.	Internal Audit Report 2024/25	Carried forward from 2025/26	Bridge Manager	31/09/2027
<b>5</b>	Looking towards creating video of day-to-day RAMS so that they are more easily understood by all and making these part of a E-Learning module.	Annual Governance Statement self-assessment checklist, section 2: Internal Control Environment.	New in 2026/27	Bridge Manager	31/03/2027
<b>6</b>	The Business Continuity Plan requires a review in 2026 and testing recorded.	Annual Governance Statement self-assessment checklist, section 5: Risk Management and Business Continuity.	New in 2026/27	Bridge Manager	31/12/2026

## Introduction

The Board is required to prepare and publish within its Annual Accounts an annual Remuneration Report under the Local Authority Accounts (Scotland) Amendment Regulations 2014. The report sets out the remuneration of the Chair and Vice-Chair and Senior Employees of the Board and accrued pension benefits of the Senior Employees of the Board. The report also provides information on the number of Board employees (including Senior Employees) whose total actual remuneration was £50,000 or more, this information being disclosed in salary bandings of £5,000 above £50,000. The following report has been prepared in accordance with the aforementioned Regulations and also in accordance with other relevant guidance.

The Board's External Auditor is required to audit certain parts of the Remuneration Report and give a separate opinion in his report on the Annual Accounts as to whether the Remuneration Report has been properly prepared in accordance with the Regulations. All of the tables, the Remuneration Bands and Exit Packages in this report are subject to audit, and the remainder of the report is subject to review.

## Remuneration Arrangements

**Senior Board Members** - The remuneration of Councillors is regulated by the Local Governance (Scotland) Act 2004 (Remuneration) Amendment Regulations 2023 (SSI No. 2023/21) and subsequent amendment regulations with further guidance being provided in Scottish Government circulars 8-2011 and 7-2014. The Regulations set out the remuneration payable to Councillors with the responsibility of a Chair or Vice-Chair of a Joint Board. The Regulations require the remuneration to be paid by the Council of which the Chair or Vice-Chair is a member. The Board has an arrangement with each Council which remunerates the Chair and Vice-Chair, to reimburse the Council for the additional costs of that councillor arising from them being a Chair or Vice-Chair of the Board. The disclosures made in this report are limited to the amounts paid to the Council by the Board for reimbursement and do not reflect the full value of the remuneration that may be paid to the councillor. The reimbursement details for the Chair and Vice-Chair of Tay Road Bridge Joint Board are set out in Table 1.

Following a review by the Scottish Local Authorities Remuneration Committee (SLARC), Councillors Remuneration have been amended. The amended salaries following this review came into effect from 1 April and are detailed in The Local Governance (Scotland) Act 2004 (Remuneration) Amendment Regulations 2025 and amended in The Local Governance (Scotland) Act 2004 (Remuneration) Amendment (Amendment) Regulations 2025. 4.3 Reference is also made to Article V of the minute of the meeting of the Recess Sub Committee.

**Senior Employees** - The salary of Senior Employees is set by reference to national agreements. The salaries of senior employees of the Board take into account the duties and responsibilities of their posts. The Board is responsible for agreeing the salaries of senior employees. All Board employees are entitled to participate in Dundee City Council's Contract Car Hire Scheme, subject to meeting certain criteria. The Council's Policy & Resources Committee is responsible for agreeing the terms of the Contract Car Hire Scheme.

For the purposes of the Remuneration Report, the Regulations set out the following criteria for designation as a Senior Employee of the Board:

- i. has responsibility for management of the local authority to the extent that the person has power to direct or control the major activities of the authority (including activities involving the expenditure of money), during the year to which the Report relates, whether solely or collectively with other persons;
- ii. holds a post that is politically restricted by reason of section 2(1)(a), (b) or (c) of the Local Government and Housing Act 1989; or
- iii. annual remuneration, including any remuneration from a local authority subsidiary body, is £150,000 or more.

The Board has determined that one employee met the criteria for designation as a Senior Employee in 2025/2026, with the employee falling into category (i) above. The remuneration details for the Senior Employees of the Board are set out in Table 2.

The Regulations also require information to be published on the total number of Board employees (including Senior Employees) whose total actual remuneration was £50,000 or more. This information is to be disclosed in salary bandings of £5,000 above £50,000 and is shown in the following table.

	No of Employees 2025/26	No of Employees 2024/25
£65,000-£69,999	0	1
£70,000-£74,999	1	0
Total	1	1

### Exit Packages

There were no exit packages agreed during 2025/2026 (2024/2025: None).

### Accrued Pension Benefits

Pension benefits for Local Government Employees are provided through the Local Government Pension Scheme (LGPS). A new Local Government Pension Scheme (Scotland) came into effect on 1 April 2015 based on career average related earnings (CARE Scheme).

From 1 April 2009 a five tier contribution system was introduced with contributions from scheme members being based on how much pay falls into each tier. This is designed to give more equality between the cost and benefits of scheme membership. Prior to 2009, contribution rates were set at 6% for all non-manual employees. The members' contribution tiers and rates for 2025/2026 are as follows:

Whole Time Pay	Contribution Rate 2025/26	Whole Time Pay	Contribution Rate 2024/25
On earnings up to and including £27,500	5.50%	On earnings up to and including £27,000	5.50%
On earnings above £27,501 and up to £33,600	7.25%	On earnings above £27,001 and up to £33,000	7.25%
On earnings above £33,601 and up to £46,100	8.50%	On earnings above £33,001 and up to £45,300	8.50%
On earnings above £46,101 and up to £61,400	9.50%	On earnings above £45,301 and up to £60,400	9.50%
On earnings above £61,401	12.00%	On earnings above £60,401	12.00%

If a person works part-time their contribution rate is worked out on the whole-time pay rate for the job, with actual contributions paid on actual pay earned.

There is no automatic entitlement to a lump sum. Members may opt to give up (commute) pension for lump sum up to the limit set by the Finance Act 2004. The accrual rate guarantees a pension based on 1/49th of average pensionable salary and years of pensionable service. Prior to 2015 the accrual rate guaranteed a pension based on 1/60th of final pensionable salary and years of pensionable service. Prior to 2009 the accrual rate guaranteed a pension based on 1/80th and a lump sum based on 3/80th of final pensionable salary and years of pensionable service.

### Senior Employees

The accrued pension benefits for Senior Employees are set out in Table 3, together with the pension contributions made by the Board.

## Assumptions and Contextual Information

The value of the accrued pension benefits has been calculated on the basis of the age at which the person will first become entitled to receive a pension on retirement without reduction on account of its payment at that age; without exercising any option to commute pension entitlement into a lump sum; and without any adjustment for the effects of future inflation. The pension figures shown relate to the benefits that the person has accrued as a consequence of their total Local Government service and not just their current appointment.

In considering the accrued pension benefits figures the following contextual information should be taken into account:

- (i) the figures for pension and lump sum are illustrative only in light of the assumptions set out above and do not necessarily reflect the actual benefits that any individual may receive upon retirement.
- (ii) the accrued benefits figures are reflective of the pension contributions that both the employer and the scheme member have made over a period of time. In 2025/2026, the scheme member contribution rate for Senior Employees of the Board was 8.0% of pensionable pay (2024/2025: 8.0%). In 2025/2026, the employer contribution rate was 15.8% of pensionable pay for Senior Employees (2024/2025: 15.8%).

**Table 1 – Reimbursement of Councillors Who Are Chair and Vice-Chair of Tay Road Bridge Joint Board**

Councillor Name		Responsibility	Total Reimbursement 2025/26 (£)	Total Reimbursement 2024/25 (£)
<b>Gary Holt</b>		Chair, Tay Road Bridge Joint Board)	<u>0</u>	<u>3,544</u>
<b>Fraser MacPherson</b>		Vice-Chair, Tay Road Bridge Joint Board	<u>4,999</u>	<u>2,969</u>
<b>Total</b>			<b><u>4,999</u></b>	<b><u>6,513</u></b>

**Table 2 – Remuneration of Senior Employees**

Employee Name	Post Title	Salary, Fees & Allowances (£)	Total Remuneration 2025/26 (£)	Total Remuneration 2024/25 (£)
<b>Alan Hutchison</b>	Bridge Manager	71,909	71,909	69,143
<b>Total</b>		<b>71,909</b>	<b>71,909</b>	69,143

**Table 3 – Senior Employees Accrued Pension Benefits**

Employee Name	Post Title	Pension as at 31 March 2026 (£000)	Pension Difference from 31 March 2025 (£000)	Lump Sum as at 31 March 2026 (£000)	Lump Sum as at 31 March 2025 (£000)	Pension Contribution 2025/26 (£000)	Pension Contribution 2024/25 (£000)
<b>Alan Hutchison</b>	Bridge Manager	27	2	11	11	11	11
<b>Total</b>		<b>27</b>	<b>2</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>



**Alan Hutchison BEng (Hons), MSc, CEng, FICE, MCIHT**  
**Bridge Manager**  
**Tay Road Bridge Joint Board**

8 June 2026



**Councillor Gary Holt**  
**Chair**  
**Tay Road Bridge Joint Board**

8 June 2026

## The Board's Responsibilities

The Board is required to:

- make arrangements for the proper administration of its financial affairs and to secure that the proper officer of the authority has responsibility for the administration of those affairs (section 95 of the Local Government (Scotland) Act 1973)". In this Board, that officer is the Treasurer.
- manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets.
- ensure the Annual Accounts are prepared in accordance with legislation (The Local Authority Accounts (Scotland) Regulations 2014, and so far as is compatible with that legislation, in accordance with proper accounting practices (section 12 of the Local Government in Scotland Act 2003).
- approve the Annual Accounts for signature.

I confirm that these Annual Accounts were approved for signature by the Tay Bridge Joint Board at its meeting on 8 June 2026.

Signed on behalf of Tay Road Joint Board



**Councillor Gary Holt**  
**Chair**  
**Tay Road Bridge Joint Board**  
**8 June 2026**

The Treasurer's responsibilities: The Treasurer is responsible for the preparation of the Board's Annual Accounts in accordance with proper practices as required by legislation and set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom ('the Code of Practice'). In preparing the Annual Accounts, the Treasurer has:

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that were reasonable and prudent;
- complied with legislation; and
- complied with the Code of Practice (in so far as it is compatible with legislation).

The Treasurer has also:

- kept adequate accounting records which were up to date;
- taken reasonable steps for the prevention and detection of fraud and other irregularities.

I certify that the Annual Accounts give a true and fair view of the financial position of the Board at the reporting date and the transactions of the Board for the year ended 31 March 2026.



**Paul Thomson CPFA**  
**Treasurer**  
**Tay Road Bridge Joint Board**  
**8 June 2026**

The objective of the Expenditure and Funding Analysis is to demonstrate how the funding available to the Board (i.e. government grants) for the year has been used in providing services in comparison with those resources consumed or earned by the Board in accordance with generally accepted accounting practices. The Expenditure and Funding Analysis also shows how this expenditure is allocated for decision making purposes between the Board's operational divisions. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement.

2024/2025		Expenditure and Funding Analysis			2025/2026	
Net Expenditure Chargeable to the General Fund	Adjustments between the Funding and Accounting Basis	Net Expenditure in the Comprehensive Income and Expenditure Statement		Net Expenditure Chargeable to the General Fund	Adjustments between the Funding and Accounting Basis	Net Expenditure in the Comprehensive Income and Expenditure Statement
(£000)	(£000)	(£000)		(£000)	(£000)	(£000)
			<b>Expenditure</b>			
604	(9)	595	Administration	754	(17)	737
979	58	1,037	Operations	1,082	16	1,098
281	0	281	Plant and Equipment & Operating Costs	167	0	167
99	0	99	Bridge Maintenance	87	0	87
0	2,209	2,209	Corporate Costs	0	2,518	2,518
<b>1,963</b>	<b>2,258</b>	<b>4,221</b>	<b>Net Cost of Services</b>	<b>2,090</b>	<b>2,517</b>	<b>4,607</b>
(1,855)	(6,195)	(8,050)	Other Income and Expenditure	(2,086)	(4,436)	(6,522)
<b>108</b>	<b>(3,937)</b>	<b>(3,829)</b>	<b>(Surplus) or Deficit</b>	<b>4</b>	<b>(1,919)</b>	<b>(1,915)</b>
<b>1,161</b>			<b>Opening General Reserve Balance</b>	<b>1,053</b>		
(108)			Add Surplus / Less (Deficit) on General Fund	(4)		
<b>1,053</b>			<b>Closing General Fund at 31 March 2026</b>	<b>1,049</b>		

Notes - This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices

Note 1	Note 2	Note 3	2024/2025	Adjustments from General Reserve to arrive at Comprehensive Income & Expenditure Statement Amounts	Note 1	Note 2	Note 3	2025/2026
Adjustments for Capital Purposes	Net Change for Pensions Adjustment	Other Differences	Total Adjustments		Adjustments for Capital Purposes	Net Change for Pensions Adjustment	Other Differences	Total Adjustments
(£000)	(£000)	(£000)	(£000)		(£000)	(£000)	(£000)	(£000)
0	(6)	(3)	(9)	Administration	0	(9)	(8)	(17)
0	55	3	58	Operations	0	17	(1)	16
0	0	0	0	Plant & Equipment Operating Costs	0	0	0	0
0	0	0	0	Bridge Maintenance	0	0	0	0
2,209	0	0	2,209	Corporate Costs	2,518	0	0	2,518
<b>2,209</b>	<b>49</b>	<b>0</b>	<b>2,258</b>	<b>Net Cost of Services</b>	<b>2,518</b>	<b>8</b>	<b>(9)</b>	<b>2,517</b>
(6,165)	(12)	(18)	(6,195)	Other Operating Income & Expenditure from the Expenditure & Funding Analysis	(4,411)	13	(38)	(4,436)
<b>(3,956)</b>	<b>37</b>	<b>(18)</b>	<b>(3,937)</b>	<b>Difference between General Reserve Surplus or Deficit on the Provision of Services</b>	<b>(1,893)</b>	<b>21</b>	<b>(47)</b>	<b>(1,919)</b>

### Explanatory Notes

- 1) Adjustments for capital purposes - this column adds in depreciation and impairment and revaluation gains and losses in the services line and for:
  - a) Other operating expenditure - adjustments for capital disposals with a transfer of income on disposal of assets and the amounts written off for those assets.
  - b) Financing and investment income and expenditure - the statutory charges for capital financing i.e. loan repayments and other revenue contributions are deducted from other income and expenditure as these are not chargeable under generally accepted accounting practices.
  - c) Taxation and non-specific grant income and expenditure - capital grants are adjusted for income not chargeable under generally accepted accounting practices. Revenue grants are adjusted from those receivable in the year to those receivable without conditions or for which conditions were satisfied throughout the year. The Taxation and Non Specific Grant Income and Expenditure line is credited with capital grants receivable in the year without conditions or for which conditions were satisfied in the year.
- 2) Net change for the removal of pension contributions and the addition of IAS 19 Employee Benefits pension related expenditure and income:
  - a) For services this represents the removal of the employer pension contributions made by the Board as allowed by statute and the replacement with current service costs and past service costs.
  - b) For Financing and Investment income and expenditure - the net interest on the defined benefit liability is charged to the Comprehensive Income and Expenditure Statement.
- 3) Other differences between amounts debited/credited to the Comprehensive Income and Expenditure Statement and amounts payable/receivable to be recognised under statute:
  - a) For services this represents the inclusion of a charge for short-term accumulating compensating absences, mainly relating to accrued annual leave entitlement. Allocations of insurance costs and impairment allowances on trade debtors have been included.

The Comprehensive Income and Expenditure Statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices.

2024/2025 Net Expenditure/ (Income) (£000)		2025/2026 Gross Expenditure (£000)	2025/2026 Gross Income (£000)	2025/2026 Net Expenditure/ (Income) (£000)
	<b>Expenditure</b>			
<b>595</b>	Administration	737	0	737
<b>1,037</b>	Operations	1,098	0	1,098
<b>281</b>	Plant & Equipment Operating Costs	167	0	167
<b>99</b>	Bridge Maintenance	87	0	87
<b>2,209</b>	Corporate Costs	2,518	0	2,518
<b>4,221</b>	<b>Net Cost Of Services</b>	<b>4,607</b>	<b>0</b>	<b>4,607</b>
<b>(25)</b>	Other Operating Income & Expenditure (note 6)			(55)
<b>(30)</b>	Financing and Investment Income and Expenditure (note 7)			3
<b>(7,995)</b>	Non-Specific Grant Income (note 8)			(6,469)
<b>(3,829)</b>	<b>Net (Surplus) / Deficit on Provision of Services</b>			<b>(1,914)</b>
<b>0</b>	Net deficit on revaluation of Property, Plant and Equipment			0
<b>463</b>	Actuarial (Gains) / Losses on Pension Assets / Liabilities			(24)
<b>463</b>	<b>Other Comprehensive Income and Expenditure</b>			<b>(24)</b>
<b>(3,366)</b>	<b>Total Comprehensive Income and Expenditure</b>			<b>(1,938)</b>

The Movement on Reserves Statement shows the movement from the start of the year to the end on the different reserves held by the Board, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure) and 'unusable reserves.' The Statement shows how the movements in year of the Board's reserves are broken down between gains and losses incurred in accordance with generally accepted accounting practices. The Net Increase / (Decrease) line shows the statutory General Reserve Balance movements in the year following those adjustments.

Revenue Reserves	General Fund Balance (£000)	Total Usable Reserves (£000)	Unusable Reserves (£000)	Total Board Reserves (£000)
<b>Balance at 31 March 2024</b>	<b>(1,161)</b>	<b>(1,161)</b>	<b>(66,573)</b>	<b>(67,734)</b>
Movement in Reserves during 2024/25				
<b>Total Comprehensive Expenditure and Income</b>	<b>(3,829)</b>	<b>(3,829)</b>	<b>463</b>	<b>(3,366)</b>
Adjustments to Usable Reserves Permitted by Accounting Standards	(6)	(6)	7	1
Adjustments between accounting basis & funding basis under regulations (note 5)	3,943	3,943	(3,943)	0
Net (Increase) /Decrease before Transfers to Earmarked Reserves	108	108	(3,473)	(3,365)
Transfers to / (from) Capital Receipts Reserves	0	0	0	0
Transfers to / (from) Earmarked Reserves	0	0	0	0
(Increase) / Decrease in 2024/2025	108	108	(3,473)	(3,365)
<b>Balance at 31 March 2025 carried forward</b>	<b>(1,053)</b>	<b>(1,053)</b>	<b>(70,046)</b>	<b>(71,099)</b>
<b>Total Comprehensive Expenditure and Income</b>	<b>(1,914)</b>	<b>(1,914)</b>	<b>(24)</b>	<b>(1,938)</b>
Adjustments to Usable Reserves Permitted by Accounting Standards	(6)	(6)	6	0
Adjustments between accounting basis & funding basis under regulations (note 5)	1,924	1,924	(1,924)	0
Net (Increase) / Decrease before Transfers to Earmarked Reserves	4	4	(1,942)	(1,938)
Transfers to / (from) Capital Receipts Reserves	0	0	0	0
Transfers to / (from) Earmarked Reserves	0	0	0	0
(Increase) / Decrease in 2025/26	4	4	(1,942)	(1,938)
<b>Balance at 31 March 2026 carried forward</b>	<b>(1,049)</b>	<b>(1,049)</b>	<b>(71,988)</b>	<b>(73,037)</b>

The Cash Flow Statement shows the changes in cash and cash equivalents of the Board during the reporting period. The statement shows how the Board generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the Board are funded by way of grant income or from the recipients of services provided by the Board. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the Board's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the Board.

2024/25 (£000)	Cash Flow Statement	2025/26 (£000)
(3,829)	Net deficit / (surplus) on the provision of services	(1,914)
(2,494)	Adjust net surplus or deficit on the provision of services for non-cash movements	(1,779)
6,194	Adjust for items included in the net surplus or deficit on the provision of services that are investing and financing activities	4,466
<b>(129)</b>	<b>Net cash flows from Operating Activities</b>	<b>773</b>
337	Investing Activities (note 11)	1,958
(9)	Financing Activities (note 12)	(7)
<b>199</b>	<b>Net Decrease in cash and cash equivalents</b>	<b>2,724</b>
611	Cash and cash equivalents at the beginning of the reporting period	412
<b>412</b>	<b>Cash and cash equivalents at the end of the reporting period (note 13)</b>	<b>(2,312)</b>



The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Board. The net assets of the Board (assets less liabilities) are matched by the reserves held by the Board. Reserves are reported in two categories. The first category of reserves are usable reserves, i.e. those reserves that the Board may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the Capital Receipts Reserve that may only be used to fund capital expenditure). The second category of reserves is those that the Board is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets are sold; and reserves that hold timing differences shown in the Movement in Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations.

31 March 2025 (£000)		Note	31 March 2026 (£000)
70,293	Property, Plant & Equipment	20	72,236
75	Investment Property	19	75
<b>70,368</b>	<b>Long Term Assets</b>		<b>72,311</b>
46	Inventories	22	35
706	Short Term Debtors	23	3,898
412	Cash and Cash Equivalents	13	(2,312)
<b>1,164</b>	<b>Current Assets</b>		<b>1,621</b>
(192)	Short Term Creditors	24	(660)
<b>(192)</b>	<b>Current Liabilities</b>		<b>(660)</b>
(241)	Pension Liability	15	(235)
<b>(241)</b>	<b>Long Term Liabilities</b>		<b>(235)</b>
<b>71,099</b>	<b>Net Assets</b>		<b>73,037</b>
1,053	Usable Reserves	9	1,049
70,046	Unusable Reserves	10	71,988
<b>71,099</b>	<b>Total Reserves</b>		<b>73,037</b>



**Paul Thomson, CPFA**  
Executive Director of Corporate Services  
Dundee City Council

The unaudited accounts were authorised for issue on 8 June 2026.

The notes on pages 30 to 52 form part of the financial statements.

## 1 Accounting Policies

### A General Principles

The Annual Accounts summarise the Board's transactions for the 2025/2026 financial year and its position at the year-end of 31 March 2026. The Board is required to prepare Annual Accounts by the Local Authority Accounts (Scotland) Regulations 2014. Section 12 of the Local Government in Scotland Act 2003 requires that they be prepared in accordance with proper accounting practices. These practices under Section 21 of the 2003 Act primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2025/2026 and the Service Reporting Code of Practice 2025/2026, and International Financial Reporting Standards (IFRS) and statutory guidance issued under Section 12 of the 2003 Act. The accounting convention adopted in the Annual Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets.

### B Accruals of Income and Expenditure

Activity is accounted for in the year that it takes place, not simply when cash payments are made or received. In particular:

- Revenue from contracts with service recipients, whether for services or the provision of goods, is recognised when (or as) the goods or services are transferred to the service recipient in accordance with the performance obligations in the contract.
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet.
- Expenses in relation to services received (including those rendered by the Board's employees) are recorded as expenditure when the services are received, rather than when payments are made.
- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

### C Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents comprise short term lending that is repayable on demand or within 3 months of the Balance Sheet date and that is readily convertible to known amounts of cash with insignificant risk of change in value. In the Cash Flow Statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Board's cash management.

### D Changes in Accounting Policies and Estimates and Prior Year Errors

Changes in accounting policies are only made when required by proper accounting practices or when the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the Board's financial position or financial performance. Where a change is made and it is material to the financial statements, it is applied retrospectively (unless otherwise stated) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change. Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

### E Charges to Revenue for Non-Current Assets

The Comprehensive Income and Expenditure Statement is debited with the following amounts to record the cost of holding non-current assets during the year:

- depreciation attributable to the assets used by the Board; and
- revaluation and impairment losses on assets used by the Board where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off

The Board is not required to apply revenue grant receipts to fund depreciation, revaluation and impairment losses. Depreciation, revaluation and impairment losses are therefore reversed by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement.

## **F Employee Benefits**

### Benefits Payable During Employment

Short-term employee benefits (those that fall due wholly within 12 months of the year-end), such as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits (e.g. cars) for current employees, are recognised as an expense in the year in which employees render service to the Board. An accrual is made for the cost of holiday entitlements earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is made at the remuneration rates applicable in the following financial year, being the period in which the employee takes the benefit. The accrual is charged to Surplus or Deficit on Provision of Services, but then reversed out through the Movement in Reserves Statement so that holiday entitlements are charged to revenue in the financial year in which the holiday absence occurs.

### Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Board to terminate an employee's employment before the normal retirement date or an employee's decision to accept voluntary redundancy in exchange for those benefits and are charged on an accruals basis to the appropriate service segment or, where applicable, to the Corporate Costs line in the Comprehensive Income and Expenditure Statement at the earlier of when the Board can no longer withdraw the offer of those benefits or when the Board recognises costs for a restructuring. Where termination benefits involve the enhancement of pensions, statutory provisions require the General Reserve balance to be charged with the amount payable by the Board to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

### Post Employment Benefits

Employees of the Board are members of a separate pension scheme being the Local Government Pension Scheme (Tayside Pension Fund), a defined benefits scheme which is administered by Dundee City Council. The scheme provides defined benefits to members (retirement lump sums and pensions), earned as employees worked for the Board.

The Local Government Pension Scheme is accounted for as a defined benefits scheme:

The assets / liabilities of the Tayside Pension Fund attributable to the Board are included in the Balance Sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc, and projections of earnings for current employees. The actuaries have incorporated an impact of asset ceiling to comply with IFRIC 14\*. The asset ceiling is the present value of any economic benefit available to the Employer in the form of refunds or reduced future employer contributions. After discussions with the Fund, we have taken the approach to restrict the surplus with an asset ceiling. The asset ceiling is calculated as the difference between the accounting surplus attributable to the Employer and the surplus limit. The surplus limit is calculated as the expected future cost of accrual, calculated in line with the discount rate, minus the present value of the certified contributions payable by the Employer.

Liabilities are discounted to their value at current prices, using a discount rate based on the indicative rate of return on high quality corporate bond, iBoxx AA rated over 15 year corporate bond index.

The assets of the Tayside Pension Fund attributable to the Board are included in the Balance Sheet at their *fair value*:

- Quoted securities – current bid price
- Unquoted securities – professional estimate
- Unitised securities – current bid price
- Property – market value

The change in the net pensions asset / liability is analysed into the following components:

Service cost comprising:

- current service cost – the increase in liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure Statement to relevant operating areas;
- past service cost – the increase in liabilities arising as a result of a scheme amendment or curtailment the effect of which relates to years of service earned in earlier years – debited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part of Corporate Costs; and
- net interest on the defined benefit liability / (asset), i.e. net interest expense for the Board – the change during the period in the net defined benefit liability / (asset) that arises from the passage of time charged to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. This is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability / (asset) at the beginning of the period – taking into account any changes in the net defined benefit liability / (asset) during the period as a result of contribution and benefit payments.

Re-measurements comprising:

- the return on plan assets – excluding amounts included in the net interest on the net defined benefit liability / (asset) – charged to the Pension Reserve as Other Comprehensive Income and Expenditure; and
- actuarial gains and losses – changes in the net pensions liability that arise because events have not co-incided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure.

contributions paid to the Tayside Pension Fund – cash paid as employer's contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the General Reserve balance to be charged with the amount payable by the Board to the pension fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, this means that there are transfers to and from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end. If a negative balance arises on the Pensions Reserve it thereby measures the beneficial impact on the General Reserve of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

*\*IAS19 limits the amount of a surplus arising from a defined benefit plan that an entity can recognise as an asset. IFRIC 14 clarifies how an entity applies those requirements. IFRIC 14 also addresses the interaction between such minimum funding requirements and the limits in IAS 19 on the measurement of the defined benefit asset or liability.*

#### Discretionary Benefits

The Board also has restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to any member of staff are accrued in the year of the decision to make the award and accounted for using the same policies as are applied to the Local Government Pension Scheme.

### **G Events After the Reporting Period**

Events after the Balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Annual Accounts are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the end of the reporting period – the Annual Accounts are adjusted to reflect such events; and

- those that are indicative of conditions that arose after the reporting period – the Annual Accounts are not adjusted to reflect such events, but where a category of events would have a material effect disclosure is made in the notes of the nature of the events and their estimated financial effect.

Events taking place after the date of authorisation for issue are not reflected in the Annual Accounts.

## **H Government Grants and Contributions**

Whether paid on account, by instalments or in arrears, government grants and third party contributions and donations are recognised as due to the Board when there is reasonable assurance that:

- the Board will comply with the conditions attached to the payments; and
- the grants or contributions will be received.

Amounts recognised as due to the Board are not credited to the Comprehensive Income and Expenditure Account until conditions attaching to the grant or contribution have been satisfied. Conditions are stipulations that specify that the future economic benefits or service potential embodied in the asset in the form of the grant or contribution are required to be consumed by the recipient as specified or future economic benefits or service potential must be returned to the transferor. Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as creditors. When conditions are satisfied, the grant or contribution is credited to the relevant line (Non-Specific Grant Income) in the Comprehensive Income and Expenditure Statement. Where capital grants are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Reserve Balance in the Movement in Reserves Statement. Where the grant has yet to be used to finance capital expenditure, it is posted to the Capital Grants Unapplied Account. Where it has been applied, it is posted to the Capital Adjustment Account. Amounts in the Capital Grants Unapplied Account are transferred to the Capital Adjustment Account once they have been applied to fund capital expenditure.

## **I Inventories and Long Term Contracts**

Inventories are included in the Balance Sheet at the lower of cost and net realisable value. The cost of inventories is assigned using the First-in-First-out (FIFO) costing formula. Long-term contracts are accounted for on the basis of charging the Surplus or Deficit on the Provision of Services with the consideration allocated to the performance obligations satisfied based on the goods or services transferred to the service recipient during the financial year.

## **J Investment Properties**

Investment properties are those that are used solely to earn rentals and/or for capital appreciation. The definition is not met if the property is used in any way to facilitate the delivery of services or production of goods or is held for sale. Investment properties are measured initially at cost and subsequently at fair value, being the price that would be received to sell such an asset in an orderly transaction between market participants at the measurement date. As a non-financial asset, investment properties are measured at highest and best use. Properties are not depreciated but are re-valued annually according to market conditions at the year-end. Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal. Rentals received in relation to investment properties are credited to the Financing and Investment Income and Expenditure line and result in a gain for the General Reserve Balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the Balance. The gains and losses are therefore reversed out of the General Reserve Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account.

## K Leases

Leases are subject to the provisions of IFRS 16. The Board currently has no assets acquired under leasing arrangements or leased to third parties.

### The Board as Lessor

Where the Board grants an operating lease over a property or an item of plant or equipment, the asset is retained in the Balance Sheet as a non-current asset and continues to be subject to depreciation, revaluation and impairment review, in accordance with the relevant accounting policies. Rental income is credited to the appropriate service line in the Comprehensive Income and Expenditure Statement. Credits are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g., there is a premium paid at the commencement of the lease). Any initial direct costs incurred in negotiating and arranging the lease are added to the carrying amount of the relevant asset and charged as an expense over the lease term on the same basis as rental income.

## L Property, Plant and Equipment

Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment.

### Recognition

Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Board and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred.

### Measurement

Assets are initially measured at cost, comprising:

- the purchase price; and
- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Board does not capitalise borrowing costs incurred whilst assets are under construction.

Assets are then carried in the Balance Sheet using the following measurement bases:

- infrastructure and vehicles, plant & equipment – depreciated historical cost;
- all other assets – fair value, determined as the amount that would be paid for the asset in its existing use (existing use value – EUV).

Where there is no market-based evidence of current value because of the specialist nature of an asset, depreciated replacement cost is used as an estimate of current value. Assets included in the Balance Sheet at current value are re-valued sufficiently regularly to ensure that their carrying amount is not materially different from their current value at the year-end, but as a minimum every five years. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Exceptionally, gains would be credited to the Comprehensive Income and Expenditure Statement where they arise from the reversal of a revaluation or impairment loss previously charged to a service. Where decreases in value are identified, the revaluation loss is accounted for by:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains);
- where there is no balance in the Revaluation Reserve or insufficient balance, the carrying amount of the asset is written down against the relevant line(s) in the Comprehensive Income and Expenditure Statement.

The Revaluation Reserve contains revaluation gains recognised since 1 April 2007 only, the date of its formal implementation. Gains arising before that date have been consolidated into the Capital Adjustment Account.

### Impairment

Assets are assessed at each year-end as to whether there is any indication that an asset may be impaired. Where indications exist and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and, where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall. Where impairment losses are identified, they are accounted for by:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains);
- where there is no balance in the Revaluation Reserve or insufficient balance, the carrying amount of the asset is written down against the relevant line(s) in the Comprehensive Income and Expenditure Statement.

Where an impairment loss is reversed subsequently, the reversal is credited to the Comprehensive Income and Expenditure Statement, up to the amount of the original loss, adjusted for depreciation that would have been charged if the loss had not been recognised.

### Assets Held for Sale / Disposals

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an Asset Held for Sale. The asset is revalued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Gains in fair value are recognised only up to the amount of any previously recognised losses. Depreciation is not charged on Assets Held for Sale. Assets that are to be abandoned or scrapped are not reclassified as Assets Held for Sale.

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal). Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account. Amounts received for disposals are categorised as capital receipts. Receipts are required to be credited to the Capital Receipts Reserve, and can then only be used for new capital investment or set aside to reduce the Board's underlying need to borrow (the capital financing requirement). Receipts are appropriated to the Reserve from the General Reserve in the Movement in Reserves Statement. Amounts are appropriated to the Capital Adjustment Account from the General Reserve in the Movement in Reserves Statement.

### Depreciation

Depreciation is provided for on all Property, Plant and Equipment assets by the systematic allocation of their depreciable amounts over their useful lives. An exception is made for assets without a determinable finite useful life (i.e. freehold land) and assets that are not yet available for use (i.e. assets under construction).

Depreciation is calculated on the following bases:

- buildings – straight-line allocation over the useful life of the property as estimated by the valuer.
- vehicles, plant and equipment – straight line allocation over between 3 and 30 years.
- infrastructure – straight-line allocation up to 120 years.

Depreciable assets are not depreciated in the year of purchase, but are depreciated in the year of disposal. Where an item of Property, Plant and Equipment asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately. Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost being transferred each year from the Revaluation Reserve to the Capital Adjustment Account.

## **M Reserves**

Reserves are created by transferring amounts out of the General Reserve in the Movement in Reserves Statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate expenditure line in that year to count against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then transferred back into the General Reserve Balance in the Movement in Reserves Statement so that there is no net charge against grant receipts for the expenditure. Certain reserves are kept to manage the accounting processes for non-current assets, financial instruments, retirement and employee benefits and these reserves do not represent usable resources for the Board. Further information on the Board's reserves is contained in notes 9 and 10.

## **N VAT**

VAT payable is included as an expense only to the extent that it is not recoverable from Her Majesty's Revenue and Customs. VAT receivable is excluded from income.

## **O Fair Value Measurement**

The Board measures some of its non-financial assets as investment properties at fair value at each reporting date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement assumes that the transaction to sell the asset or transfer the liability takes place either:

- a) in the principal market for the asset or liability; or
- b) in the absence of a principal market, in the most advantageous market for the asset or liability.

The Board measures the fair value of an asset or liability using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest. When measuring the fair value of a non-financial asset, the Board takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling to another market participant that would use the asset in its highest and best use.

The Board uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available, maximising the use of relevant observable inputs and minimising the use of unobservable inputs. Inputs to the valuation techniques in respect of assets and liabilities for which fair value is measured or disclosed in the Board's financial statements are categorised within the fair value hierarchy as follows:

Level 1 - quoted prices (unadjusted) in active markets for identical assets or liabilities that the Board can access at the measurement date;

Level 2 - inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or in indirectly;

Level 3 - unobservable inputs for the asset or liability.

The Board's investment properties are measured using the income approach, by means of a discounted cash flow method, where the expected cash flows from the properties are discounted (using a market derived discount rate) to establish the present value of the net income stream. The approach has been developed using the Board's own data requiring it to factor in assumptions such as the duration and timing of cash inflows and outflows, rent growth, occupancy levels, bad debt levels, maintenance costs, etc.

The Board's investment properties are therefore categorised as Level 3 in the fair value hierarchy as the measurement technique uses significant unobservable inputs to determine the fair value measurements (and there is no reasonably available information that indicates that market participants would use different assumptions).

## 2 Accounting Standards that have been issued but have not yet been adopted

The Code requires the disclosure of information relating to the impact of an accounting change that will be required by a new standard that has been issued but not yet adopted. This applies to the adoption of new or amended standards within the 2025/2026 Code:

The key new standards are in relation to changes to the measurement of non-investment assets within the 2025/26 Code included adaptations and interpretations of IAS 16 Property, Plant and Equipment and IAS 38 Intangible Assets. This includes setting out three revaluation processes for operational property, plant and equipment, requiring indexation for tangible non-investment assets and a requirement to value intangible assets using the historical cost approach.

The new standards included in the 2025/26 Code are not expected to have a material impact on the Board.

## 3 Critical Judgements in Applying Accounting Policies

In applying the accounting policies set out in Note 1, the Board has had to make certain judgements about future events. The key judgement made in the Annual Accounts relates to the high degree of uncertainty about future levels of funding for public bodies. The Board has determined this uncertainty is not sufficient to provide an indication that the assets of the Board might be impaired as a result of a need to reduce levels of service provision or affect the underlying assumption of the Board's Going Concern basis.

## 4 Assumptions Made About the Future and Other Major Sources of Estimation and Uncertainty

The Statement of Accounts contains estimated figures that are based on assumptions made by the Board about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The items in the Board's Balance Sheet at 31 March 2026 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if Actual Results Differ from Assumptions
Pension Asset / Liability	Estimation of the net asset / liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the Board with expert advice about the assumptions to be applied.	The effects on the net pensions liability reflects changes in individual assumptions which can be measured. In particular, the actuaries have incorporated a series of assumptions which include financial, demographic and impact of the asset ceiling to comply with IFRIC 14. These are reviewed each year with the view of reflecting a true value in the Tay Road Bridges annual accounts.

This list does not include any assets and liabilities that are carried at fair value based on a recently observed market price.

## 5 Movement in Reserves Statement – Adjustments between Accounting Basis and Funding Basis under Regulations.

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the Board in the year in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the Board to meet future capital and revenue expenditure.

2025/26	Revenue Reserve General Fund Balance (£000)	Capital Reserve Capital Receipts Reserve (£000)	Movements in Unusable Reserves (£000)	Total 2024/25 (£000)
<b>Adjustments involving the Capital Adjustment Account:</b>				
Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement:				
Charges for depreciation and impairment of non-current assets	(2,298)	0	2,298	0
Revaluation Gains on Property, Plant & Equipment	0	0	0	0
Movements in the fair value of Investment Properties	0	0	0	0
Capital grants and contributions that have been applied to capital financing	4,411	0	(4,411)	0
Amounts of non-current assets written-off as expenditure not adding value as part of the gain/loss on disposal to the CIES	(207)	0	207	0
Insurance Receipts utilised	38	0	(38)	0
<b>Adjustments involving the Capital Receipts Reserve:</b>				
Transfer of sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	0	(0)	0	0
Use of the Capital Receipts Reserve to finance new capital expenditure	0	0	(0)	0
<b>Adjustments involving the Pensions Reserve:</b>				
Reversal of items relating to post employment benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement (see note 15)	(190)	0	190	0
Employer's pensions contributions and direct payments to pensioners payable in the year	172	0	(172)	0
<b>Adjustment involving the Accumulating Compensated Absences Adjustment Account:</b>				
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	(2)	0	2	0
<b>Total Adjustments</b>	<b>1,924</b>	<b>0</b>	<b>(1,924)</b>	<b>0</b>

2024/25	Revenue Reserve General Fund Balance (£000)	Capital Reserve Capital Receipts Reserve (£000)	Movements in Unusable Reserves (£000)	Total 2024/25 (£000)
<b>Adjustments involving the Capital Adjustment Account:</b>				
Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement:				
Charges for depreciation and impairment of non-current assets	(2,093)	0	2,093	0
Revaluation Gains on Property, Plant & Equipment	0	0	0	0
Movements in the fair value of Investment Properties	0	0	0	0
Capital grants and contributions that have been applied to capital financing	6,171	0	(6,171)	0
Amounts of non current assets written off as expenditure not adding value as part of the gain / loss on disposal to the CIES	(115)	0	115	0
Insurance Receipts utilised	12	0	(12)	0
<b>Adjustments involving the Capital Receipts Reserve:</b>				
Transfer of sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	6	(6)	0	0
Use of the Capital Receipts Reserve to finance new capital expenditure	0	6	(6)	0
<b>Adjustments involving the Pensions Reserve:</b>				
Reversal of items relating to post employment benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement (see note 15)	(198)	0	198	0
Employer's pensions contributions and direct payments to pensioners payable in the year	160	0	(160)	0
<b>Adjustment involving the Accumulating Compensated Absences Adjustment Account:</b>				
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	0	0	0	0
<b>Total Adjustments</b>	<b>3,943</b>	<b>0</b>	<b>(3,943)</b>	<b>0</b>

## 6 Comprehensive Income and Expenditure Statement – Other Operating Income and Expenditure

2024/25 (£000)		2025/26 (£000)
(7)	Miscellaneous Income	(17)
(12)	Insurance Receipts	(38)
(6)	(Gains) / Losses on the disposal of non current assets	0
0	(Gains) / Losses on the derecognition of non current assets	0
<b>(25)</b>	<b>Total</b>	<b>(55)</b>

## 7 Comprehensive Income and Expenditure Statement – Financing and Investment Income and Expenditure

2024/25 (£000)		2025/26 (£000)
(12)	Net interest on the defined benefit liability (asset)	13
(9)	Interest receivable and similar income	(4)
0	Changes in the fair value of investment properties	0
(9)	Net Income & Expenditure on investment properties	(6)
<b>(30)</b>	<b>Total</b>	<b>3</b>

## 8 Comprehensive Income and Expenditure Statement – Non Specific Grant Income

2024/25 (£000)		2025/26 (£000)
(1,830)	Non-ring fenced government grants	(2,058)
(6,165)	Capital grants and contributions	(4,411)
<b>(7,995)</b>	<b>Total</b>	<b>(6,649)</b>

## 9 Balance Sheet – Usable Reserves

Movements in the Authority's usable reserves are detailed in the Movement in Reserves Statement and note 5.

## 10 Balance Sheet – Unusable Reserves

2024/25 (£000)		2025/26 (£000)
620	Revaluation Reserve	614
69,674	Capital Adjustment Account	71,618
(241)	Pensions Reserve	(235)
(7)	Accumulating Compensated Absences Adjustment Account	(9)
<b>70,046</b>	<b>Total Unusable Reserves</b>	<b>71,988</b>

### Revaluation Reserve

The Revaluation Reserve contains the gains made by the Board arising from increases in the value of its Property, Plant and Equipment. The balance is reduced when assets with accumulated gains are re-valued downwards or impaired and the gains are lost; used in the provision of services and the gains are consumed through depreciation; or disposed of and the gains are realised.

The Reserve contains only revaluation gains accumulated since 1 April 2007, the date that the Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

2024/25 (£000)		2025/26 (£000)
<b>627</b>	<b>Balance at 1 April</b>	<b>620</b>
0	Upward Revaluation of assets	0
0	Downward revaluation of assets and impairment losses not charged to the Surplus/Deficit on the Provision of Services	0
0	Accumulated gains on assets sold or scrapped	0
0	Amount written off to the Capital Adjustment Account	0
(7)	Difference between fair value depreciation and historic cost depreciation	(6)
<b>620</b>	<b>Balance at 31 March</b>	<b>614</b>

## Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or enhancement as depreciation and impairment losses are charged to the Comprehensive Income and Expenditure Statement. The Account is credited with the amounts set aside by the Board as finance for the costs of acquisition, construction and enhancement. The Account contains accumulated gains and losses on Investment Properties that have yet to be consumed by the Board. The Account also contains revaluation gains accumulated on Property, Plant and Equipment before 1 April 2007, the date that the Revaluation Reserve was created to hold such gains. Note 5 provides details of the source of all the transactions posted to the Account, apart from those involving the Revaluation Reserve.

2024/25 (£000)		2025/26 (£000)	2025/26 (£000)
	<b>Balance at 1 April</b>		
65,692	Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement:		69,674
(2,093)	Charges for depreciation and impairment of non current assets	(2,298)	
0	Revaluation losses on Property, Plant & Equipment	0	
(115)	Amounts of non current assets written off as expenditure not adding value as part of the gain / loss on disposal to the CIES	(207)	
<b>(2,208)</b>	<b>Net written out amount of the cost of non current assets consumed in the year</b>		<b>(2,505)</b>
	Capital financing applied in the year:		
7	Use of the Capital Receipts Reserve to finance new capital expenditure	0	
6,165	Capital grants and contributions credited to the Comprehensive Income and Expenditure Statement that have been applied to capital financing	4,411	
6	Capital Funded from Current Revenue	0	
12	Use of Insurance Receipts	38	
0	Capital expenditure charged against the General Reserve	0	
<b>6,190</b>	<b>Total Capital Financing Applied during the year</b>		<b>4,449</b>
0	Movements in the market value of Investment Properties debited or credited to the CIES		0
<b>69,674</b>	<b>Balance at 31 March</b>		<b>71,618</b>



## Pensions Reserve

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post employment benefits and for funding benefits in accordance with statutory provisions. The Board accounts for post employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Board makes employer's contributions to pensions funds or eventually pays any pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Board has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

2024/25 (£000)		2025/26 (£000)
<b>260</b>	<b>Balance at 1 April</b>	<b>(241)</b>
0	Actuarial gains or (losses) on pensions assets and liabilities	0
1,033	Re-measurements of the net defined benefit liability / (asset)	1,061
(198)	Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	(190)
160	Employer's pensions contributions and direct payments to pensioners payable in the year	172
(1,496)	Impact of Asset Ceiling	(1,037)
<b>(241)</b>	<b>Balance at 31 March</b>	<b>(235)</b>

## Accumulating Compensated Absences Adjustment Account

The Accumulating Compensated Absences Adjustment Account absorbs the differences that would otherwise arise on the General Reserve Balance from accruing for compensated absences earned but not taken in the year. Statutory arrangements require that the impact on the General Reserve Balance is neutralised by transfers to or from the Account.

2024/25 (£000)		2025/26 (£000)
<b>(7)</b>	<b>Balance at 1 April</b>	<b>(7)</b>
0	Settlement or cancellation of accrual made at the end of the preceding year	
(0)	Amounts accrued at the end of the current year	(2)
(2)	Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	0
<b>(7)</b>	<b>Balance at 31 March</b>	<b>(9)</b>

## 11 Cash Flow Statement – Investing Activities

2024/25 (£000)		2025/26 (£000)
6,945	Purchase of property, plant and equipment, investment property and intangible assets	4,154
(6)	Proceeds from the sale of property, plant and equipment, investment property and intangible assets	0
(6,602)	Other receipts from investing activities	(2,196)
<b>337</b>	<b>Net cash flows from investing activities</b>	<b>1,958</b>

## 12 Cash Flow Statement – Financing Activities

2024/25 (£000)		2025/26 (£000)
(9)	Other receipts from financing activities	(7)
<b>(9)</b>	<b>Net cash flows from financing activities</b>	<b>(7)</b>

## 13 Cash Flow Statement – Cash and Cash Equivalents

The balance of Cash and Cash Equivalents is made up of the following elements:

2024/25 (£000)		2025/26 (£000)
412	Bank current account	(2,312)
<b>412</b>	<b>Total cash and cash equivalents</b>	<b>(2,312)</b>

## 14 External Audit Costs

The Board has incurred the following costs in relation to the audit of the Annual Accounts provided by the Board's external auditors:

	2024/25 (£000)	2025/26 (£000)
Fees payable to Audit Scotland with regard to external audit services carried out by the appointed auditor for the year	16	16
<b>Total</b>	<b>16</b>	<b>16</b>

## 15 Defined Benefit Pension Schemes

Participation in pension schemes

As part of the terms and conditions of employment of its officers, the Board makes contributions towards the cost of post employment benefits. Although these benefits will not actually be payable until employees retire, the Board has a commitment to make the payments and this needs to be disclosed at the time that employees earn their future entitlement.

The Board participates in two post employment schemes:

- The Local Government Pension Scheme (Tayside Pension Fund), which is administered locally by Dundee City Council and is a funded defined benefit final salary scheme, meaning that the Board and employees pay contributions into a fund, calculated at a level intended to balance the pension liabilities with investment assets. The Scheme currently provides benefits based on career average revalued salary and length of service on retirement.
- The Board also has liabilities for any discretionary pension payments outside the main scheme. These benefits are an unfunded defined benefit final arrangement, under which liabilities are recognised when awards are made. There are no investment assets built up to meet the pension liabilities for discretionary awards, and cash has to be generated to meet actual pensions payments as they eventually fall due.

The Tayside Pension Fund is operated under the regulatory framework for the Local Government Pension Scheme (Scotland) regulations 2008 and the governance of the scheme is the responsibility of the Pensions Investment Sub-Committee of the Policy and Resources Committee of Dundee City Council. Policy is determined in accordance with the Pension Fund Regulations. The investment managers of the fund are appointed by the Sub-Committee.

The principal risks to the Board of the scheme are the life expectancy assumptions, statutory changes to the scheme, structural changes to the scheme (i.e. large-scale withdrawals of members from the scheme), changes to inflation, bond yields and the performance of the equity investments held by the scheme. These are mitigated to a certain extent by the statutory requirements to charge the Cost of Services the amounts

required by statute as described in the accounting policies note (please refer to Note 1 item F for further details).

Transactions relating to post employment benefits

The Board recognises the cost of retirement benefits in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge the Board is required to make against reserves is based on the cash payable in the year, so the real cost of post employment/retirement benefits is reversed out of the General Reserve via the Movement in Reserves Statement. The following transactions have been made in the Comprehensive Income and Expenditure Statement and the General Reserve Balance via the Movement in Reserves Statement during the year:

Local Government Pension Scheme	2024/25 (£000)	2025/26 (£000)
<b>Comprehensive Income and Expenditure Statement:</b>		
Cost of Services:		
· current service cost	210	177
· past service cost	0	0
· curtailment	0	0
Financing and Investment Income and Expenditure		
· net interest on the defined liability (asset)	(16)	8
· administration expenses	4	5
<b>Total Post Employment Benefit Charged to the Surplus or Deficit on the Provision of Services</b>	<b>198</b>	<b>190</b>
Other Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement		
Re-measurement of the net defined benefit liability comprising:		
- Return on plan assets (excluding amount included in the net interest expense)	195	(893)
- Other actuarial (gains) / losses on assets	0	0
- Actuarial gains and losses arising on changes in demographic assumptions	(27)	128
- Actuarial gains and losses arising on changes in financial assumptions	(1,173)	(324)
- Other (if applicable)	(28)	28
- Impact of Asset Ceiling	1,496	1,037
<b>Total Re-measurements</b>	<b>463</b>	<b>(24)</b>
<b>Total Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement</b>		
<b>Movement in Reserves Statement:</b>		
- reversal of net charges made to the Surplus or Deficit for the Provision of Services for post employment benefits in accordance with the Code	(198)	(190)
<b>Actual amount charged against the General Fund Balance for pensions in the year:</b>		
- employers' contributions payable to scheme	<b>160</b>	<b>172</b>

Pension assets and liabilities recognised in the Balance Sheet:

Local Government Pension Scheme	2024/25 (£000)	2025/26 (£000)
Net pension liabilities as at March:		
Present value of funded obligation	8,047	8,031
Fair value of scheme assets	(12,367)	(13,636)
Impact of asset ceiling	4,320	5,605
<b>Net liability / (asset) funded obligation</b>	<b>0</b>	<b>0</b>
<b>Net liability of unfunded obligation</b>	<b>241</b>	<b>235</b>

## Assets and liabilities in relation to post employment benefits

Reconciliation of present value of the scheme liabilities (defined benefit obligation):

Local Government Pension Scheme	2024/25 (£000)	2025/26 (£000)
Opening balance at 1 April	9,400	8,288
Current service cost	210	177
Interest cost	443	462
Contributions by scheme participants	61	65
<b>Re-measurement (gains) and losses:</b>		
change in financial assumptions	(1,173)	(324)
change in demographic assumptions	(27)	128
Experience gain on defined benefit obligation	(28)	28
Benefits paid	(598)	(558)
Past service costs, including curtailments	0	0
<b>Closing balance at 31 March</b>	<b>8,288</b>	<b>8,266</b>

## Reconciliation of fair value of the scheme assets:

Local Government Pension Scheme	2024/25 (£000)	2025/26 (£000)
Opening balance at 1 April	12,353	12,367
Interest income on assets	590	702
Re-measurement gain: return on assets less interest	(195)	893
Actuarial gains and (losses)	0	0
Administration expenses	(4)	(5)
Employer contributions	160	172
Contributions by scheme participants	61	65
Benefits paid	(598)	(558)
<b>Closing balance at 31 March</b>	<b>12,367</b>	<b>13,636</b>

The expected return on scheme assets is determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as at the Balance Sheet date. Expected returns on equity investments reflect long-term real rates of return experienced in the respective markets.

The liabilities show the underlying commitments that the Board has in the long run to pay post employment (retirement) benefits. The total liability of £0.235m is reflected in the Board's Balance Sheet. However, statutory arrangements for funding the deficit mean the financial position of the Board remains healthy. The deficit on the local government scheme will be resolved by increased contributions over the remaining working life of employees (i.e. before payments fall due), as assessed by the scheme actuary.

## Basis for estimating assets and liabilities

Liabilities have been assessed on an actuarial basis using the projected unit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels, etc. The Tayside Pension Fund has been assessed by Barnett Waddingham, an independent firm of actuaries, being based on the latest full valuation of the scheme as at 31 March 2026.

The principal assumptions used by the actuary have been:

Local Government Pension Scheme	2024/25	2025/26
Long-term expected rate of return on assets in the scheme:		
Mortality assumptions:		
Longevity at 65 for current pensioners (years):		
Men	18.8	19.4
Women	21.7	21.9
Longevity at 65 for future pensioners (years):		
Men	20.2	20.7
Women	23.1	23.4
Rate of inflation (RPI)	3.25%	3.30%
Rate of increase in salaries	3.90%	3.90%
Rate of increase in pensions	2.90%	2.90%
Rate of discounting scheme liabilities	5.75%	6.05%

The estimate of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analyses below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all the other assumptions remain constant. The assumptions in longevity, for example, assume that the life expectancy increase or decreases for men and women. In practice, this is unlikely to occur, and changes in some of the assumptions may be interrelated. The estimations in the sensitivity analyses have followed the accounting policies for the scheme, i.e. on an actuarial basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analysis below did not change from those used in the previous period.

Local Government Pension Scheme	(£000) +0.1%	(£000) 0%	(£000) -0.1%
<b>Adjustment to discount rate:</b>			
Present value of total obligation	8,164	8,266	8,370
Projected service cost	163	167	171
<b>Adjustment to long term salary increase:</b>			
Present value of total obligation	8,273	8,266	8,259
Projected service cost	167	167	167
<b>Adjustment to pension increases and deferred re-valuation:</b>			
Present value of total obligation	8,363	8,266	8,171
Projected service cost	171	167	163
<b>Adjustment to mortality age rating assumption:</b>	<b>+1 year</b>	<b>None</b>	<b>-1 year</b>
Present value of total obligation	8,594	8,266	7,952
Projected service cost	172	167	161

The Board's share of Tayside Pension Fund's assets consist of the following categories, by amount and proportion of the total assets held:

Tayside Pension Fund Assets	31 March 2025 (£000)	31 March 2025 %	31 March 2026 (£000)	31 March 2026 %
Equity investments	8,214	66	10,225	75
Gilts	789	6	826	6
Other Bonds	814	7	844	6
Property	1,877	15	1,364	10
Cash and alternatives	673	6	377	3
<b>Total</b>	<b>12,367</b>	<b>100</b>	<b>13,636</b>	<b>100</b>

Impact on the Board's cash flows:

The objectives of the scheme are to keep employers' contributions at as constant a rate as possible. The Tayside Pension Fund has agreed a strategy with the scheme's actuary to achieve a funding level of 100%. Funding levels are monitored on an annual basis. The next triennial valuation is due to be completed as at 31 March 2026. The Board anticipated to pay £138,000 expected contributions to the scheme in 2026/2027.

## 16 Events after the balance sheet date

There were no events that occurred between 1 April 2026 and 8 June 2026 that required adjustment to the 2025/2026 financial statements.

## 17 Related Parties

The Board is required to disclose material transactions with related parties – bodies or individuals that have the potential to control or influence the Board or to be controlled or influenced by the Board. Disclosure of these transactions allows readers to assess the extent to which the Board might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the Board.

### Central Government

Central government has effective control over the general operations of the Board. It is responsible for providing the statutory framework within which the Board operates, provides the majority of its funding in the form of grants and prescribes the terms of many of the transactions that the Board has with other parties. There are £2.984m of grant receipts outstanding at 31 March 2026 (2024/2025: £537k) (see note 23).

### Other Local Authorities

Angus, Dundee City and Fife Councils are considered to be related parties of the Board. Further detail on the nature of the relationship with these local authorities is provided on page 3 of these accounts under 'Members and Officials'. However, there are no agreements between the three local authorities for the sharing of control over the Board, decisions do not require unanimous consent of the three authorities or all twelve members, and veto power does not exist. During 2025/2026, the Board entered into a number of transactions with Dundee City Council and Fife Council, as detailed below:

2024/25		Dundee City Council	2025/26	
Income (£000)	Expenditure (£000)		Income (£000)	Expenditure (£000)
(8)	0	Interest Receivable	(4)	0
0	98	Central Support Services	0	103
0	6	Grounds Maintenance	0	6
0	82	Professional Fees	0	183
0	21	Capital Works	0	47
0	153	Other Operational	0	196
<b>(8)</b>	<b>360</b>	<b>Total Dundee City Council</b>	<b>(4)</b>	<b>535</b>

2024/25		Fife Council	2025/26	
Income (£000)	Expenditure (£000)		Income (£000)	Expenditure (£000)
0	3	Miscellaneous	0	3
0	3	<b>Total Fife Council</b>	0	3

The following balances existed between the Board and Dundee City Council as at 31 March 2026:

2024/25		Dundee City Council	2025/26	
Asset (£000)	Liability (£000)		Asset (£000)	Liability (£000)
8	0	Interest Receivable	4	0
0	0	Professional Fees	0	67
0	37	Central Support Services	0	27
0	104	Grounds Maintenance	0	1
0	0	Capital Works	0	49
8	141	<b>Total Dundee City Council</b>	4	144

## 18 Leases

The Board as Lessee - The Board held no assets on finance or operating lease during 2025/2026 and, accordingly, there were no lease rentals paid to lessors during the year (2024/2025: None) or commitments due to lessors in 2025/2026 (2024/2025: None).

The Board as Lessor - The Board had entered a three year agreement for the lease of land and property to a third party which ended in 2011. This arrangement has continued on a monthly basis as permitted in the lease agreement. This agreement is accounted for as an operating lease. In 2025/2026 the Board received rent of £10,213 from this agreement (2024/2025: £10,213). Assuming the lease continues for one year, the present value of minimum lease payments receivable as at the Balance Sheet date are as follows:

- a) Not later than 1 year = £10,213
- b) later than 1 year and not later than 5 years = £Nil
- c) later than 5 years = £Nil.

## 19 Investment Property

The following items of income and expense have been accounted for in the Comprehensive Income and Expenditure Statement:

Income and Expense	2024/25 (£000)	2025/26 (£000)
Rental income from investment property	10	10
Direct operating expenses arising from investment property	(1)	(3)
<b>Net gain/(loss)</b>	<b>9</b>	<b>7</b>

There are no restrictions on the Board's ability to realise the value inherent in its investment property or on the Board's right to the remittance of income and the proceeds of disposal.

Investment Property Value	2024/25 (£000)	2025/26 (£000)
Balance at start of the year	75	75
Net gains / (losses) from changes in fair value	0	0
<b>Balance at end of the year</b>	<b>75</b>	<b>75</b>

The Board's Investment Properties are valued using the Level 3 (unobservable inputs for the asset) valuation technique / fair value hierarchy. There has been no change in the valuation technique used during the year.

## 20 Property, Plant and Equipment

	Other Land and Buildings	Vehicles Plant & Equipment	Infrastructure Assets	Total Property, Plant & Equipment
	(£000)	(£000)	(£000)	(£000)
<b>Cost or Valuation</b>				
At 1 April 2025	1,312	3,204	98,216	102,732
Additions	0	2,235	2,219	4,454
Derecognition – Disposals	0	0	0	0
Expenditure Not Adding Value	0	(166)	(41)	(207)
<b>At 31 March 2026</b>	<b>1,312</b>	<b>5,273</b>	<b>100,394</b>	<b>106,979</b>
<b>Accumulated Depreciation and Impairment</b>				
At 1 April 2025	76	1,459	30,904	32,439
Depreciation charge	25	176	2,103	2,304
Derecognition – Disposals	0	0	0	0
<b>At 31 March 2026</b>	<b>101</b>	<b>1,635</b>	<b>33,007</b>	<b>34,743</b>
<b>Net Book Value:</b>				
<b>At 31 March 2026</b>	<b>1,211</b>	<b>3,638</b>	<b>67,387</b>	<b>72,236</b>
<b>At 31 March 2025</b>	<b>1,236</b>	<b>1,745</b>	<b>67,312</b>	<b>70,293</b>
<b>Comparative Movements in 2024/2025:</b>				
	Other Land and Buildings	Vehicles, Plant & Equipment	Infrastructure Assets	Total Property, Plant & Equipment
	(£000)	(£000)	(£000)	(£000)
<b>Cost or Valuation</b>				
<b>At 1 April 2024</b>	1,312	2,895	92,456	96,663
<b>Additions</b>	0	425	5,766	6,191
<b>Derecognition – Disposals</b>	0	(7)	0	(7)
<b>Expenditure Not Adding Value</b>	0	(109)	(6)	(115)
<b>At 31 March 2025</b>	<b>1,312</b>	<b>3,204</b>	<b>98,216</b>	<b>102,732</b>
<b>Accumulated Depreciation and Impairment</b>				
At 1 April 2023	51	1,317	28,986	30,354
Depreciation charge	25	149	1,918	2,092
Derecognition - Disposals	0	(7)	0	(7)
<b>At 31 March 2024</b>	<b>76</b>	<b>1,459</b>	<b>30,904</b>	<b>32,439</b>
<b>Net Book Value:</b>				
<b>At 31 March 2025</b>	<b>1,236</b>	<b>1,745</b>	<b>67,312</b>	<b>70,293</b>
<b>At 31 March 2024</b>	<b>1,262</b>	<b>1,579</b>	<b>63,470</b>	<b>66,311</b>

### Capital Commitments:

At 31 March 2026, the Board has entered into a number of contracts for the construction or enhancement of Property, Plant and Equipment in 2026/2027 and future years, budgeted to cost £29.142m to 31 March 2031 (Similar commitments at 31 March 2025 were £21.945m). The major commitments are for:

- Bearing Replacement £11.450m
- Paintwork to Box Girders £10.150m
- New Gantries £3.330m
- Bridge Concrete Repairs £1.400m

### Revaluations:

The Authority carries out a rolling programme that ensures that all Property, Plant and Equipment required to be measured at fair value is re-valued at least every five years. All valuations were carried out by Mr Alastair Kay BSc MRICS, Registered Valuer for Dundee City Council's City Development service. Valuations of land and buildings were carried out in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institution of Chartered Surveyors (RICS).

## 21 Capital Expenditure and Capital Financing

The total amount of capital expenditure incurred in the year is shown in the table below, together with the resources that have been used to finance it.

Capital Expenditure	2024/2025 (£000)	2025/2026 (£000)
Capital investment:		
Property, Plant and Equipment	6,191	4,454
<b>Total Capital Investment</b>	<b>6,191</b>	<b>4,247</b>
Sources of finance:		
Government grants and other contributions	6,165	4,411
Capital Receipts	7	0
Other Sources	7	0
Insurance Receipts	12	38
<b>Total Sources of Finance</b>	<b>6,191</b>	<b>4,449</b>

## 22 Inventories

Stocks and Inventories	2024/2025 (£000)	2025/2026 (£000)
Balance outstanding at start of year	56	46
Purchases	1	0
Recognised as an expense in the year	(11)	(11)
<b>Balance outstanding at year-end</b>	<b>46</b>	<b>35</b>

## 23 Short – Term Debtors

Short - Term Debtors	2024/2025 (£000)	2025/2026 (£000)
<b>Central government bodies</b>	528	3,664
<b>Local authorities</b>	171	234
<b>Other entities and individuals</b>	7	0
<b>Total</b>	<b>706</b>	<b>3,898</b>

## 24 Short – Term Creditors

Short -Term Creditors	2024/2025 (£000)	2025/2026 (£000)
Central government bodies	0	17
Local authorities	141	410
Other entities and individuals	51	233
<b>Total</b>	<b>192</b>	<b>660</b>

## 25 Grant Income

The Board credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Account in 2025/2026:

Credited to Taxation and Non Specific Grant Income	2024/2025 (£000)	2025/2026 (£000)
Scottish Government Revenue Grant	1,830	2,058
Scottish Government Capital Grant	6,165	4,411
<b>Total</b>	<b>7,995</b>	<b>6,469</b>

The Board has £nil revenue grants, contributions and donations that have yet to be recognised as income due to having conditions attached to them that requires the monies or property to be returned to the grant provider (2024/2025: £nil).

## 26 Contingent Liabilities

### Equalisation of Guaranteed Minimum Pension (GMP) in Public Service Pension Schemes

As a result of the High Court's recent Lloyds ruling on the equalisation of GMPs between genders, a number of pension schemes have made adjustments to accounting disclosures to reflect the effect this ruling has on the value of pension liabilities. It is the understanding of Tayside Pension Fund's actuaries that HM Treasury have confirmed that the judgement "does not impact on the current method used to achieve equalisation and indexation in public service pension schemes.

On 22 January 2018, the Government published the outcome to its Indexation and Equalisation of GMP in Public Service Pension Schemes Consultation, concluding that the requirement for public service pension schemes to fully price protect the GMP element of individuals' public service pension would be extended to those individuals reaching State Pension Age (SPA) before 6 April 2021. HM Treasury published a Ministerial Direction on 4 December 2018 to implement this outcome, with effect from 6 April 2016.

On 23 March 2021, the Government published the outcome to its GMP Indexation GMP Consultation, concluding that all public service pension schemes, including the LGPS, will be directed to provide full indexation to members with a GMP reaching State Pension Age (SPA) beyond 5 April 2021. This is a permanent extension of the existing 'interim solution' that has applied to members with a GMP reaching SPA on or after 5 April 2016.

Tayside Pension Fund's actuaries valuation assumption for GMP is that the Fund will pay limited increases for members that have reached SPA by 6 April 2016, with the Government providing the remainder of the inflationary increase. For members that reach SPA after this date, the actuaries have assumed that the Fund will be required to pay the entire inflationary increase. The actuaries assumption is consistent with the consultation outcome and they do not believe that any adjustments are required to the value placed on the liabilities as a result of the consultation outcome.

### Goodwin Case

The Goodwin case affects male survivors (of female members) by extending the applicable service back from 1988 back to 1978. This only impacts survivor benefits coming into payment after 2005. This doesn't affect who is entitled to benefit, it just impacts the amount to be paid to widowers.

The widower liability calculated as part of the formal valuation was less than 0.5% of the total liabilities for the Fund. Tayside Pension Fund's actuaries do not normally receive information on the dependent's pension

amount of current members, as this is calculated only when it comes into payment by the administering authority, but they do have to allow for this in the liability calculations they estimate based on the total service and accrued pension so they have effectively covered any adjustment for pre 1988 service/benefit for active/deferred and pensioner members. The only potential adjustment is therefore a small increase in the current widowers' liability.

## 27 Expenditure and Income Analysed by Nature

Comprehensive Income & Expenditure Account To Expenditure and Income Analysis	2024/2025 Net Expenditure / (Income) (£000)	2025/2026 Net Expenditure / (Income) (£000)
<b>Expenditure</b>		
Staff Costs	1,231	1,312
Property Costs	149	173
Supplies & Services	430	348
Transport Costs	43	19
Third Party Payments	159	37
Corporate Costs	2,209	2,518
<b>Total Expenditure</b>	<b>4,221</b>	<b>4,607</b>
<b>Income</b>		
Fees, Charges & Other Service Income	(25)	(55)
Interest & Investment Income	(30)	3
Government Grants & Contributions	(7,995)	(6,469)
<b>Total Income</b>	<b>(8,050)</b>	<b>(6,521)</b>
<b>(Surplus) or Deficit on Provision of Services</b>	<b>(3,829)</b>	<b>(1,914)</b>

*This page is intentionally left blank*

ITEM No ...9.....
-------------------

**REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 8 JUNE 2026**

**REPORT ON: 2026/2027 INSURANCE PROGRAMME**

**REPORT BY: TREASURER**

**REPORT NO: TRB 17-2026**

**1 PURPOSE OF REPORT**

This report provides an overview of the insurance arrangements for the financial year 2026/2027.

**2 RECOMMENDATIONS**

It is recommended that the Joint Board notes the details contained within this report.

**3 FINANCIAL IMPLICATIONS**

The financial implications of the 2026/2027 insurance programme are detailed in Appendix A. Covers have been negotiated within the provision contained in the approved 2026/2027 Revenue Budget.

**4 MAIN TEXT**

All policies are negotiated by Dundee City Council's Senior Insurance and Loss Control Officer under the Service Level Agreement with Corporate Services. All policies are arranged through the insurance brokers Marsh with the exception of the Death in Service policy which is arranged directly with the insurers.

Dundee City Council's Insurance section use Marsh as the broker for the Board due to the specialist nature of the insurance that is required and they have access to broker only markets which the Council could not access directly. Prior to each renewal, Marsh go out to the market each year to obtain the most competitive prices for Tay Road Bridge.

**4.1 Property / Material Damage / Business Interruption:**

Covers property damage to the bridge assets, buildings and contents, and increased cost of working following insured damage. The first loss limit is £17.2m for damage to the bridge and £2.48m for damage to the administration office. The increased premium for 2026/2027 was due to an increase in the first loss sum insured declared values by 5% which took into account current inflationary pressures and general property market insurance guidance at the time, in regard to increased materials and construction costs. There had been no increase in this declared value for many years. The increase to the first loss limit applies to both the Bridge and the administration building. Additionally, the property insurance market is the most difficult it has been in forty years, coupled with the increased insured values, has resulted in the significant premium increases of 30% in 2022/2023 and 19% in 2024/2025.

An excess of £2,500 is applicable for each single property loss claim, other than for each single property loss claim as a result of storm, flood, impact, subsidence or marine impact damage, where there is an excess of £50,000.

**4.2 Combined Liability Policies:**

These policies cover the Joint Board's legal liabilities to its employees and to members of the public.

**4.3 Directors and Officers:**

This policy is a traditional liability policy covering the individual and collective legal liabilities of Joint Board members and officers.

- 4.4 Fidelity Guarantee:  
This policy relates to fraud / misappropriation of materials by Joint Board employees.
- 4.5 Personal Accident:  
This policy covers personal accident and travel exposures. Variable injury benefits cover lump sum payments for death, permanent disablement, and permanent disfigurement. The travel insurance is applicable for any travel undertaken primarily for business purposes and includes cover for medical expenses, personal belongings, business equipment, cash, travel documents, travel disruption, and personal liability.
- 4.6 Hired in Plant:  
This policy responds to loss of or damage to small plant hired in by the Joint Board.
- 4.7 Engineering Combined:  
The principal cover afforded by this policy relates to inspection of gantries, associated infrastructure and other owned plant in compliance with statutory requirements.
- 4.8 Motor Fleet:  
Covers any employee of the Joint Board for vehicles that are the property of the Bridge Board and any that are on hire, loaned or leased to the Joint Board. An excess of £100 is applicable on each claim.
- 4.9 Death in Service:  
Provides additional life cover to employees over and above that provided by the Local Government Pension Scheme (LGPS). At present this is a contractual benefit for all current employees who were in post at 31 December 2011 but was closed to new employees after 31 December 2011 (see Report TRB26-2011 at Joint Board Meeting on 12 December 2011).
- 4.10 Terrorism Facility:  
Coverage provided for terrorism and/or sabotage including nuclear, chemical, biological and/or radiological insurance.

## 5 **BACKGROUND**

There are no significant insurance renewal issues to report on for the Joint Board.

## 6 **POLICY IMPLICATIONS**

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**

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

**PAUL THOMSON**  
**TREASURER**

**01 June 2026**

**TAY ROAD BRIDGE JOINT BOARD****PREMIUM SUMMARY 2025/2026**

<b>CLASS</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Property / Business Interruption	40,799	44,227	57,304	68,227	71,240	81,974
Combined Liability	23,775	23,554	21,367	21,011	24,453	27,759
Excess Public Liability	3,920	4,200	4,424	4,648	4,872	7,056
Directors and Officers	2,696	2,990	2,990	2,990	2,990	2,990
Fidelity	1,419	1,916	2,107	2,213	2,213	1,989
Personal Accident	854	879	750	824	824	931
Hired in Plant	906	840	882	926	972	943
Engineering Combined	11,841	10,315	10,981	11,750	15,139	13,624
Motor Fleet	8,788	8,920	8,921	9,598	11,576	11,867
Marine*	1,534	2,124	2,348	2,465	0	0
Terrorism Facility	0	0	0	0	0	1,431
Death in Service	2,594	2,623	2,331	2,331	1,708	1,708
<b>TOTAL</b>	<b>99,126</b>	<b>102,588</b>	<b>114,405</b>	<b>126,983</b>	<b>135,987</b>	<b>152,272</b>

\*Lapsed as no longer required

Premiums include HM Government's Insurance Premium Tax (12% from 2018 to current year, previously 10% from 2017, 9.5% from 2016, and 6% from 2011).