
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 2nd September 2024

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 9th September, 2024 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) 434818 or by email at committee.services@dundeecity.gov.uk by no later than 12 noon on Friday 6th September, 2024.

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

Yours faithfully

ROGER MENNIE

Clerk to the Joint Board

AGENDA OF BUSINESS

1 DECLARATION OF INTEREST

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

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

2 MINUTE OF PREVIOUS MEETING - Page 1

The minute of meeting of the Tay Road Bridge Joint Board held on 10th June, 2024 is submitted for approval (copy attached).

3 OPERATIONAL RESTRICTIONS AND CLOSURES - Page 5

(Report No TRB21-2024 by the Bridge Manager, copy attached).

4 UPDATE ON RESURFACING & MOVEMENT JOINT PROJECT/GANTRY PROJECT - Page 11

(Report No TRB24-2024 by the Bridge Manager, copy attached).

5 BT FIBRE OPTIC CABLE - Page 15

(Report No TRB23-2024 by the Bridge Manager, copy attached).

6 ANNUAL REVIEW OF STRATEGIC RISK MANAGEMENT - Page 17

(Report No TRB22-2024 by the Bridge Manager, copy attached).

7 REVENUE MONITORING – 4 MONTHS TO 31ST JULY 2024 - Page 35

(Report No TRB18-2024 by the Treasurer, copy attached).

8 CAPITAL MONITORING – 4 MONTHS TO 31ST JULY 2024 - Page 39

(Report No TRB19-2024 by the Treasurer, enclosed).

9 INTERNAL AUDIT ANNUAL AUDIT PLAN 2024/2025 - Page 45

(Report No TRB20-2024 by the Treasurer, copy attached).

10 DATE OF NEXT MEETING

The next meeting of the Joint Board will be held on Monday 2nd December, 2024 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 10th June, 2024.

Present:-

Dundee City Council

Councillor Craig DUNCAN
Councillor Dorothy McHUGH
Councillor Steven ROME
Councillor Wendy SCULLIN

Fife Council

Councillor James CALDER
Councillor Fiona CORPS
Councillor Gary HOLT

Angus Council

Councillor Kenny BRAES

Also Present (Officers):-

Gary BRADY (Engineer)
Robert EMMOTT (Treasurer)
Andrew HERD (Transport Scotland)
Alan HUTCHISON (Bridge Manager)
Steve MCNAUGHT (Henderson Loggie)
Billy MINTO (Transport Scotland)
John MOIR (for Treasurer)
Maureen MORAN (for Clerk)
Richard SMITH (Audit Scotland)

Councillor Gary HOLT, Chairperson, in the Chair.

Apologies for absence were submitted on behalf of Councillor Altany Craik, Councillor Louise Kennedy-Dalby, Councillor Alan Knox, Councillor Ken Lynn, Bailie Fraser Macpherson, Councillor Lynne Short and Councillor Jonny Tepp.

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 4th March, 2024 was submitted and approved.

III OPERATIONAL RESTRICTIONS AND CLOSURES

There was submitted Report No TRB14-2024 by the Bridge Manager, appraising the Joint Board of the number and nature of operational restrictions and closures applied between 1st February, 2024 and 30th April, 2024.

The Joint Board agreed to note the content of the report as at 30th April, 2024.

IV UPDATE ON RESURFACING & MOVEMENT JOINT PROJECT/GANTRY PROJECT

There was submitted Report No TRB17-2024 by the Bridge Manager, advising the Joint Board on the current situation regarding the ongoing resurfacing and movement joint renewal works on the bridge, and the inspection gantry replacement project.

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

V STAFFING AT THE TAY ROAD BRIDGE

There was submitted Report No TRB15-2024 by the Bridge Manager, requesting that the Joint Board approve the deletion of the post of Deputy Bridge Manager and replace it with a new post of Business and Operations Manager with a new job description. The Board were also asked to approve a revised job description for the post of Bridge Inspector and agree to deletion of the post of Transport and Works Officer.

The Joint Board agreed to approve the Bridge Manager's proposals outlined in section 5 of the report.

VI RESPONSE TO INTERNAL AUDITOR'S ANNUAL REPORT TO MEMBERS

There was submitted Report No TRB16-2024 by the Bridge Manager, in response to the Annual Report, reference 2024/06, prepared by the Board's Internal Auditor, Henderson Loggie, on Partnership Working; Capital Projects; Contract Management and previous Audit follow-up reviews. A copy of the Internal Auditor's annual report was included as Appendix 1 of the report.

The Joint Board agreed:-

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

VII LOCAL CODE OF CORPORATE GOVERNANCE

There was submitted Report No TRB10-2024 by the Treasurer, reviewing and updating the Joint Board's Local Code of Corporate Governance.

The Joint Board agreed:-

- (i) to approve the compliance review and updated Local Code of Corporate Governance as detailed in Appendix A of the report;
- (ii) to note the progress against the 2023/2024 improvement action plan in Appendix 1 of the report; and
- (iii) to approve the implementation of the improvements listed in Appendix 2 of the report for 2024/2025.

VIII ANNUAL GOVERNANCE STATEMENT FOR THE YEAR TO 31ST MARCH, 2024

There was submitted Report No TRB11-2024 by the Treasurer, presenting to the Joint Board the Annual Governance Statement for approval and inclusion in the unaudited Annual Accounts for the year ended 31st March, 2024 which was also being submitted to the Joint Board.

The Joint Board agreed:-

- (i) to note the contents of this covering report;

- (ii) to approve the Annual Governance Statement which was included as an Appendix to the report; and
- (iii) to instruct the Treasurer to include the Annual Governance Statement in the Annual Accounts for the year to 31st March, 2024.

IX UNAUDITED ANNUAL ACCOUNTS FOR YEAR ENDED 31ST MARCH, 2024

There was submitted Report No TRB12-2024 by the Treasurer, providing some additional commentary on the unaudited Annual Accounts for the year ended 31st March, 2024 which was being submitted to the Tay Road Bridge Joint Board along with this report.

The Joint Board agreed:-

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

X 2024/2025 INSURANCE PROGRAMME

There was submitted Report No TRB13-2024 by the Treasurer, providing an overview of the insurance arrangements for the financial year 2024/2025.

The Joint Board agreed to note the details contained within the report.

XI DATE OF NEXT MEETING

Monday 9th September, 2024 at 10.00am to be held remotely unless otherwise advised.

Councillor Gary HOLT, Chairperson.

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REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 9 SEPTEMBER 2024

REPORT ON: OPERATIONAL RESTRICTIONS AND CLOSURES

REPORT BY: BRIDGE MANAGER

REPORT NO: TRB 21 – 2024

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 May to 31 July 2024.

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 resulting 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 recovering debris, breakdowns, high winds, and other operational requirements, such as carriageway inspections and access to the inspection gantries. Miscellaneous incidents include escorting pedestrians from the carriageway.

4.2 On the 4 March 2024 the bridge was fully closed to allow a contraflow traffic management arrangement to be safely installed on the northbound carriageway to allow the southbound carriageway to be resurfaced. The statistics in the table at paragraph 4.2.4 show the performance of the contraflow arrangement. Please note that from 4 March, all vehicles wider than 2.6 m were restricted from use of the bridge. This wide load restriction is not included in the overall statistics. It has been noted that traffic has been taking up to 15-20 minutes to access and cross the bridge at peak times under normal traffic flow, although on a few occasions in late July, traffic was recorded as queuing for 30 minutes.

A summary of the restrictions applied between 1 May to 31 July 2024 is given below:-

4.2.1 Single Carriageway Restrictions – 1 May to 31 July 2024

Contraflow Traffic Management Installed on Northbound Carriageway – Southbound Carriageway Fully Closed throughout period. No loads over 2.6m permitted.

Reason	Total Duration (Minutes)	Number of Occasions	Average Duration (Minutes)	Maximum Time Closed (Minutes)	Minimum Time Closed (Minutes)
Operational	88	23	3.83	18	1
Breakdown	18	2	9	12	6
Miscellaneous Incidents	21	5	4.2	11	2
Police Incidents	119	9	13.22	24	5
Single Lane Restrictions	0	0	0	0	0

4.2.2 Full Bridge Closure – 1 May to 31 July 2024

Contraflow Traffic Management Installed on Northbound Carriageway – Southbound Carriageway Fully Closed throughout period. No loads over 2.6m permitted.

Reason	Total Duration (Minutes)	Number of Occasions	Average Duration (Minutes)	Maximum Time Closed (Minutes)	Minimum Time Closed (Minutes)
Operational (Night Closures)	0	0	0	0	0
Breakdown	61	4	15.26	26	9
Police Incidents	109	11	9.9	23	1
Misc Incidents	56	19	2.95	21	1
Wind	0	0	0	0	0

4.2.3 High Winds Restrictions – 1 May to 31 July 2024

Contraflow Traffic Management Installed on Northbound Carriageway – Southbound Carriageway Fully Closed throughout period. No loads over 2.6m permitted.

Traffic Restricted	Total Duration (Minutes)	Number of Occasions	Average Duration (Minutes)	Maximum Time Restricted (Minutes)	Minimum Time Restricted (Minutes)
Double Decker Buses	3426	3	1142	1590	566
High Sided Vehicles	0	0	0	0	0
All Traffic	0	0	0	0	0

4.2.4 Summary of Bridge Availability 1 May to 31 July 2024

NOTE: Contraflow Traffic Management Installed on Northbound Carriageway at Midnight on 4 March, Southbound Carriageway Fully Closed. No loads over 2.6m permitted.

Full Availability of Accessible Carriageway (No restrictions)	97.05%
Partial Availability of Accessible Carriageway (Some restrictions)	2.77%
No Availability of Accessible Carriageway (Full Closure)	0.18%

4.2.9 Passenger Lift Availability 1 May to 31 July 2024

The current lift was put into service on 4 December 2018.

YEAR	Downtime for Routine Servicing (hrs)	Downtime for Lift Faults (hrs)	Downtime for Power Cut (hrs)	Downtime for Vandalism (hrs)	Downtime for Foyer Door Faults (hrs)	Total (hrs)
2018 (from 4 Dec 2018)	0	10	0	0	0	10
2019	¹ 5	9	0.5	0	0	14.5
2020	² 12	3.5	1	0	0	16.5
2021	² 11	9	11	18	41.5	84.5
2022	² 10.5	6	0	0	0	16.5
2023	² 10.25	0	0	0	0	10.25
2024 (to 31 Jul)	² 3.75	0	0	0	0	3.75

¹Warranty Servicing

²Monthly Servicing

5.0 TRAFFIC COUNT DATA

5.1 Traffic Count Data from Dundee Ramps

	4 th Quarter 2022	1 st Quarter 2023	2 nd Quarter 2023	3 rd Quarter 2023	4 th Quarter 2023	1 st Quarter 2024	2 nd Quarter 2024
	(Nov-Jan)	(Feb-Apr)	(May-Jul)	(Aug-Sep)	(Nov-Jan)	(Feb-Apr)	(May-Jul)
Northbound to West	5137	5734	5747	5432	5089	5636	5757
Northbound to East	6508	6988	7449	7227	6278	6725	7169
Northbound Total	11645	12722	13196	12659	11367	12361	12926
Southbound from West	5078	5331	5359	5172	4676	5063	5169
Southbound from East	7228	7791	8203	7856	6855	7509	8023
Southbound Total	12306	13122	13562	13028	11531	12572	13192
AADT Traffic per Quarter	23951	25844	26758	25687	22898	24933	26118

AADT – (Annual Average Daily Total)

5.2 **Active Travel Counts - *AADT**

<i>Year</i>	<i>Month</i>	<i>No. Pedestrians</i>	<i>No. Cyclists</i>	
2023	January	Not Counted	72	
			61	AADT/Quarter
	February	Not Counted	109	
	March	Not Counted	110	
	April	Not Counted	161	
		N/A	127	AADT/Quarter
	May	Not Counted	193	
	June	Not Counted	232	
	July	Not Counted	182	
		N/A	202	AADT/Quarter
	August	Not Counted	235	
	September	Not Counted	197	
	October	Not Counted	120	
		N/A	184	AADT/Quarter
	November	Not Counted	99	
	December	Not Counted	55	
2024	January	162	68	
		162	74	AADT/Quarter
	February	199	94	
	March	234	118	
	April	211	139	
		215	117	AADT/Quarter
	May	275	197	
	June	253	207	
	July	257	210	
		262	205	AAD/Quarter

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

**Readings from 10 October 2022 to 18 January 2024 not available due to fault with counter.

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
27 AUGUST 2024

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REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 9 SEPTEMBER 2024

REPORT ON: UPDATE ON RESURFACING & MOVEMENT JOINT PROJECT / GANTRY PROJECT

REPORT BY: BRIDGE MANAGER

REPORT NO: TRB 24–2024

1.0 PURPOSE OF REPORT

1.1 To advise the Joint Board on the current situation regarding the ongoing resurfacing and movement joint renewal works on the bridge, and the inspection gantry replacement project.

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 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. Phase 1 of the major resurfacing and joint replacement work was completed on 15 December 2023, when the northbound carriageway was opened to traffic. On 4 March 2024, phase 2 of the works commenced, with the southbound carriageway being completely closed and two-way traffic diverted onto the newly completed northbound carriageway. Delays of up to 15 minutes at peak times have been generally experienced for vehicles using the bridge throughout the construction period in 2024, with isolated delays of 30 minutes observed in August. A Temporary Traffic Regulation Order (TTRO) is in place for the bridge to close to all traffic at 12.20am on 10 September 2024 for traffic management removal. The bridge is scheduled to reopen with no restrictions at 5am on 10 September 2024.

4.2 No loads over 2.6m wide can access the bridge.

4.3 The bridge and walkway remain open during the construction phase of this project.

5.0 BACKGROUND

5.1 Carriageway Resurfacing Project

5.1.1 The TRBJB's term consultant, WSP UK Ltd, were appointed in December 2019 to provide expert advice to the Board of the most cost-effective time and means to carry out total resurfacing and movement joint replacement. This culminated in March 2023 when the Board agreed to the appointment of Volker Stevin Ltd to deliver the project over two years (2023 and 2024). The Bridge Manager and Engineer are still working closely with WSP UK Ltd to deliver this project and confirm progress as follows:

<u>Resurfacing and Expansion Joint Replacement – as 29 August 2024.</u>			
	% Complete	Total Expenditure £(rounded)	Programme
Stage 1 – Desk top study	100	67,000	Completed October 2020
Stage 2 – Structural Testing & Data Collection to inform stage 3	100	271,000	Completed April 2022
Stage 3 – Preliminary Design	100	96,000	Completed February 2023
Stage 4 – Detailed Design	100	52,000	May 2023
**Stage 5 – Construction Phase 1	100	£5,400,000	Completed 15 December 2024
**Stage 5 – Construction Phase 2	99	*£5,300,000	
Stage 6 - Handover	50	-	10 September 2024

*Includes £62,000 for phase 2 enabling works to Bridgehead roundabout & B946 splitter island to permit traffic movements requested by Fife Council and bus companies, along with essential repairs to B946 resulting from road changes.

5.1.1 **Carriageway Resurfacing Stage 5 Commentary:

5.1.2 The project has been split into two phases. Phase 1, northbound works, are complete.

5.1.3 Phase 2, southbound works, are approximately 99% complete. Phase 2 works are currently programmed to be completed on 9 September 2024, approximately 2.5 weeks earlier than originally reported. Please note that final invoicing is still outstanding.

5.2 Gantry Project

5.2.1 The guidance document, “The Operation and Maintenance of Bridge Access Gantries”, IStructE 2nd Ed 2007, recommends that gantries which have been in service for between 20 and 35 years should be considered to have reached the end of their finite life from a consideration of structural safety. The bridge’s inspection gantries are now over thirty years old and regular routine inspections by the Bridge Manager’s team have identified issues associated with regular repair and downtime. The Bridge Manager and Engineer have worked closely with WSP to deliver a package of information that can be tendered for a detailed design and build contract. This project was completed to the stage where contract documentation was ready to be issued for tender in March 2023 on the Public Contracts Scotland Portal. However, funding discussions with Transport Scotland delayed this project and delivery in 2024/2025 was not realised. However, following positive discussion with Transport Scotland the tender has now been issued, with the anticipation of a further report being presented to the December 2024 Board meeting. The Bridge Manager and Engineer can update progress as follows:

<u>Gantry Replacement – as 29 August 2024.</u>			
	% Complete	Total Expenditure £(rounded)	Programme
Stage 1 – Desk top study	100	30,000	Completed March 2021
Stage 2 – Options Assessment	100	101,000	Completed March 2022
Stage 3 – Preliminary Design	100	106,000	March 2022 – June 2023
Stage 4 – Detailed Design & Procurement	10	20,000	Tender issued 22 August 2024
Stage 5 – Construction	0	-	February 2025 – April 2026. Aim for December 2024 Board for project approval.
Stage 6 - Handover	0	-	Aim is for June 2026

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
27 AUGUST 2024

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REPORT TO: TAY ROAD BRIDGE JOINT BOARD– 9 SEPTEMBER 2024

REPORT ON: BT FIBRE OPTIC CABLE

REPORT BY: BRIDGE MANAGER

REPORT NO: TRB 23-2024

1 PURPOSE OF REPORT

- 1.1 To appraise the Board of the Board Officer's agreement to grant approval to British Telecommunications plc (BT) a right of wayleave to install a fibre optic cable in the service tray that crosses the bridge and at landfall in Dundee and Fife. A similar agreement to grant Neos Networks a right of wayleave to install a fibre optic cable across the bridge was approved by the Board on 6 March 2023.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Joint Board note the granting of wayleave rights for the installation and subsequent maintenance of a fibre optic cable on the bridge and at the bridge landfall in Dundee and Fife by BT.

3 FINANCIAL IMPLICATIONS

- 3.1 The Board will receive an annual income of £2500, to be increased annually by the CPI inflation index. BT will be required to pay TRBJB's legal and survey fees associated with drafting of the Wayleave agreement.

4 IMPLICATIONS TO BRIDGE USERS

- 4.1 Works will take advantage of the southbound carriageway closure which is required for the ongoing resurfacing project and will therefore not impact bridge users. Works are expected to take 5 days and should be completed by 10 September.

5 BACKGROUND

- 5.1 The Bridge Manager was approached by representatives of BT in April 2024 to discuss their wish to install a fibre optic cable on the service tray suspended below the central shared path of the Tay Road Bridge.
- 5.2 British Telecommunications plc is a UK owned telecoms company.
- 5.3 BT confirmed that they are working in partnership with the Scottish Government in the aim of delivering improved digital infrastructure to communities across Scotland and this cable is seen as key.
- 5.4 Discussions between the TRBJB Bridge Manager and Clerk's representatives have taken with place BT since April 2024 to agree the practicalities around installation and to agree a suitable financial and legal agreement to permit access for installation and maintenance.

5 POLICY IMPLICATIONS

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

6 CONSULTATIONS

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

7.0 BACKGROUND PAPERS

- 7.1 None

**ALAN HUTCHISON
BRIDGE MANAGER
30 AUGUST 2024**

REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 9 SEPTEMBER 2024
REPORT ON: ANNUAL REVIEW OF STRATEGIC RISK MANAGEMENT
REPORT BY: BRIDGE MANAGER
REPORT NO: TRB 22-2024

1.0 PURPOSE OF REPORT

1.1 To appraise the Joint Board of the annual review of Strategic Risk Management issues.

2.0 RECOMMENDATION

2.1 The Joint Board are asked to note the contents of this Report as of 9 September 2024 and the Strategic Risk Register attached as Appendix 1.

3.0 FINANCIAL IMPLICATIONS

3.1 There are no financial implications resulting from this report.

4.0 OUTCOME OF REVIEW

4.1 As part of the ongoing management of risk it was agreed that the Risk Register would be reviewed annually and updated to take account of new or changed risks faced by the Joint Board.

4.2 This review was carried out on 14 August 2024 in conjunction with the Insurance and Risk Management Team from Dundee City Council. It can be reported that no changes to Appendix 1, Strategic Risk Register, have been deemed necessary, although the opportunity was taken to change the risk identifiers in Appendix A from sequential numbering to sequential lettering to avoid any potential confusion with the risk rating scores. This plan will now cover the period 2024-25.

5.0 POLICY IMPLICATIONS

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

6.0 CONSULTATION

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

7.0 BACKGROUND PAPERS

7.1 None.

ALAN HUTCHISON
BRIDGE MANAGER
27 AUGUST 2024

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Tay Road Bridge

TAY ROAD BRIDGE JOINT BOARD

RISK MANAGEMENT STRATEGIC PLAN

AND STRATEGIC RISK REGISTER

Prepared by:	Alan Hutchison
Reviewed by:	Alan Hutchison/Leanne Marra DCC Risk Management

Document Reference:	TRB 09 rev 10
Approved for Issue:	Alan Hutchison
Date: 14 August 2024	Bridge Manager

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Contents

Section	Page
1. Introduction	3
2. Policy Statement	4
3. Risk Management Strategy	5
4. Roles and Responsibilities	7
5. Risk Management	8
Appendix A – Risk Register (Updated)	10
Appendix B – Risk Management Action Plan	13

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1. INTRODUCTION

A working definition of Risk Management would be

"A management discipline through which concerted and co-ordinated action is taken to identify, evaluate and control current and potential causes of loss which could threaten the Board's ability to deliver an efficient and effective service."

Skilled Risk Management offers the Tay Road Bridge Joint Board the prospect of both tangible and intangible benefits, three examples of each are shown below:

Tangible

- Reduced financial loss
- Fewer injuries to staff/public
- Preserved assets
(bridge/buildings/vehicles/
equipment)

Intangible

- Better Public Image
- Orderly consideration of risk

Intelligent application of Risk Management concepts should serve to reduce the "fear of the unknown". In this way the discipline should be viewed as a catalyst to service delivery rather than viewed as a reason why certain activities cannot be undertaken.

To achieve this vision requires a disciplined approach to risk which percolates through all levels of the Organisation and its numerous operations. In turn, tiers of management require to absorb and apply Risk Management concepts in their every day thinking and actions and in many ways this "cultural change" is the primary objective of this first Risk Management Strategy Plan.

Whilst this objective could have previously been viewed as desirable, the heightened profile of Corporate Governance in Local Government and the increasing external focus by bodies such as Transport Scotland and Audit Scotland on the issue of Organisational Risk Management increasingly demands attainment of the core objective.

2. **POLICY STATEMENT**

2.1 The Tay Road Bridge Joint Board is committed to the management of risk in order to:-

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

The efficient management of risk forms part of the Board's overall business objectives. To achieve this, standards and principles will be developed and maintained. This process will involve identification and evaluation of risks to create practical and cost effective means of loss control and avoidance.

Risk management is recognised as a continuous process, demanding awareness and action from employees at every level, to reduce the possibility and impact of injury and loss.

3. RISK MANAGEMENT STRATEGY

The strategy aims to provide a framework for building a sustainable structure that recognisably supports Risk Management across all areas of Board activity and allows for monitoring and reporting on the effectiveness of that management.

Whilst acknowledging the majority of risks are relatively low-level in terms of severity there are in addition significant Strategic or Corporate risks that must also be managed.

3.1 Status

Risk Management should be as much a part of the duties of all employees as are the control of budgets and the deployment of staff and equipment.

It should also be an element of the consultation process prior to altering existing service delivery and/or implementing new initiatives.

If the Board is to satisfy its external scrutiny obligations it will be required to demonstrate that Risk Management is carried out in this systematic and structured manner and be subject to monitoring.

3.2 Management Arrangements

Risk Management needs to be fully integrated with normal management processes. The Bridge Manager is primarily responsible for the management of risk. The Treasurer is required to produce and/or maintain:

- A Risk Register
- A Risk Management Action Plan to address unacceptable risk exposures which have been detailed in the Risk Register
- Monitoring reports as appropriate

3.3 Risk Management Forums

It is acknowledged there can be high level areas of risk which would benefit from a Risk Management forum.

It is proposed where such a need is identified, the forum will be chaired by the Bridge Manager.

3.4 Accountability

Accountability for performance must be an integral part of the Risk Management process. Progress ought to be monitored and the following routine reporting pattern will operate:

The Bridge Manager will report to the Board summarising Risk Management performance and updating the Risk Register on an annual basis.

3.5 Monitoring and Review

Full implementation of this strategy will take time and effort. Similarly, adherence to its requirements on an ongoing basis will require a resource commitment.

In mitigation it should be remembered that significant elements of the strategy are, already being performed.

The implementation and operation of the strategy will be kept under review to ensure both that it is operating effectively and that there are no aspects taking up disproportionate effort.

3.6 **Management Information**

Many aspects of the strategy will be driven by the quality of information available over loss profiles. Risk Management Information is provided under a Service Level Agreement with Dundee City Council.

4. ROLES AND RESPONSIBILITIES

4.1 Board Members

Board Members are responsible for making the strategic decisions affecting the management and operation of the Tay Road Bridge. They are responsible for understanding the strategic risks the Board has to face and be aware of how they are managed.

Board Members main tasks are to:

- Approve the risk management Strategic Plan
- Monitor the reporting of risk management activity
- Approve the annual report on Risk Management performance.

4.2 Board Officers

The Bridge Manager is responsible for ensuring risks the Board face are adequately managed. To enable the Bridge Manager to fulfil this responsibility he will liaise with the following Board Officers on the various elements listed below:-

Clerk to the Board	Legal, Contractual and Personnel related Risk
Engineer to the Board	Engineering Risk
Treasurer to the Board	Financial Risk

The Bridge Manager's key tasks will be to:

- Implement the risk management strategic plan.
- Review the Risk Register annually in conjunction with the Clerk, Engineer, Treasurer and Dundee City Council's Risk Manager.

5. Risk Management

5.1 Risk Identification Process

A number of techniques have been used to construct the Board's Risk Register.

The Risk Register identifies strategic and significant operational risks. In addition, an assessment of risk probability coupled with a risk severity analysis is included within the register.

5.2 Risk Prioritisation and Control

Risks identified are prioritised in the following manner:

- a Risk score determined through multiplication of probability and severity scores as follows:-

Score	Probability	Severity
1	Rare	Insignificant
2	Unlikely	Minor
3	Possible	Moderate
4	Likely	Major
5	Certain	Catastrophic

The Matrix produced using the above scores is shown below:-

	5	10	15	20	25
Probability	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
			Severity		

b Risks are then prioritised using the "Traffic Light System" as indicated below:

Risk Score	Status	Control	Review Timescale
1 to 8	Green	Risk adequately controlled	No specific action required
9 to 16	Amber	Risk partially controlled	Within 24 months
17 to 25	Red	Further control required	Within 12 months

The potential to control risks will be addressed continuously through the upkeep of the Risk Register. Most risks are capable of being managed - by controlling the probability or severity of the risk or both. Very few risks require to be avoided completely.

It is anticipated that many risks will be realigned through this process. It is unrealistic to conceive that at any given time all risks will be "Green", but it will be possible to critically analyse risks with a view to improving their "score".

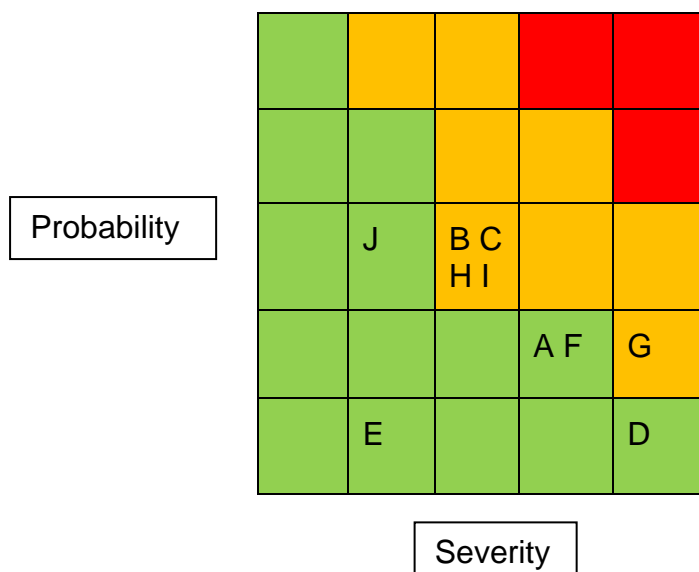
5.3 Monitoring Arrangements

To avoid stagnation of the Risk Register process, the following monitoring arrangements are in place.

- risk register to be reviewed annually or at the time of any organisational/legislative changes

5.4 Current Risk Status

The following Risk Status graph has been prepared using the information taken from the Strategic Risk Register in Appendix A. The numbers shown identify the residual risk stated in the register.



APPENDIX A

Strategic Risk Register

No	Risk Description	Probability (P)	Severity (S)	Inherent Risk (P) x (S)	Existing Controls	Residual Risk	Further Action Required	Responsible Officer	Priority
Risk Category: External									
A	Change of Government with revised policies/strategies	2	4	8	N/A	2x4 =8	None	Clerk Treasurer	Green
B	Legislative changes e.g. Health & Safety , Environmental, Procurement etc	3	4	12	Maintain awareness of changes to legislation and amend policies and procedures timeously	3x3 = 9	Review and update Policies and Procedures on regular basis	Clerk Bridge Manager Engineer	Amber
C	Effects of changes to Economy – budget limitations etc	3	4	12	Financial planning, monitoring and control systems – Maintain regular and early communication with Transport Scotland for funding requirements.	3x3 = 9	None	Bridge Manager Treasurer	Amber

No	Risk Description	Probability (P)	Severity (S)	Inherent Risk (P) x (S)	Existing Controls	Residual Risk	Further Action Required	Responsible Officer	Priority
Risk Category: Operational									
D	Loss of structure/ operational capacity through ship impact/terrorism	3	5	15	Dundee Port Authority Controls. Insurance Provision of pier protection system at Navigation Spans Security of asset through CCTV and 24 hour site attendance	1x5 = 5	None	Bridge Manager Engineer	Green
E	Loss of structure/ operational capacity through effects of Dundee City Waterfront Development works	3	5	15	Major infrastructure Works in waterfront now complete- Left on Risk register as development plots still to be developed Asset Protection Agreement with DCC	1x2 = 2	Ongoing review of design and traffic management proposals throughout works	Bridge Manager Engineer	Green
F	Loss of operational capability through loss of bridge/buildings	2	5	10	Frequent inspection/maintenance of assets	2x4 = 8	None	Bridge Manager Engineer	Green
G	Losses through poor governance	3	5	15	Scheme of Delegation / Anti Fraud and Corruption Policy etc in place. Undertake Internal and External Audit	2x5 = 10	Continue to review and apply Governance Policies and Audits	Bridge Manager Treasurer	Amber

H	Failure to deliver projects to time and/or cost	3	4	12	Major schemes submitted to Board for approval. Early communication with Transport Scotland required to ensure funding requests are adequately noticed.	3x3 = 9	Adopt robust project management procedures including Business Case preparation for schemes in excess of £50,000.	Bridge Manager Engineer	Amber
I	Lack of financial resources:-	3	4	12	Maintain regular and early communication with Transport Scotland for funding requirements. Submission of applications for Grant in Aid to include robust estimates as back up. Monitor and control expenditure against agreed budgets	3x3 = 9	None	Bridge Manager Treasurer	Amber

J	Lack of staff resources:- Pandemic Industrial Action Recruitment problems	3	3	9	<p>Business Continuity plans</p> <p>Liaison/Consultation with Staff and Trade Unions on matters affecting staff</p> <p>Monitor/manage staff absences</p> <p>Monitor retiral dates and plan recruitment accordingly</p> <p>Service level agreement for Resilience Support secured in 2020 with Tayside Contracts to provide support if staff absent.</p> <p>Staffing structure changed in 2021 to provide enhanced in-house resilience.</p>	3x2 =6	<p>Review BC plans on regular basis</p> <p>Develop Staff Planning Strategy</p>	<p>Bridge Manager</p> <p>Roads Maintenance Partnership Manager at Tayside Contracts</p>	Green
---	--	---	---	---	--	-----------	--	---	-------

APPENDIX B
Risk Management Action Plan 2023-24

Subject	Task	Responsibility	Timescale	Update
Strategic	Maintain Risk Management Planning process	Bridge Manager	Annually	Ongoing
Operational	Review Risk Register	Bridge Manager	Annually	Ongoing
Operational	Test Business Continuity Plans	Bridge Manager	Annually	Ongoing

REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 9 SEPTEMBER 2024

REPORT ON: REVENUE MONITORING – 4 MONTHS TO 31 JULY 2024

REPORT BY: TREASURER

REPORT NO: TRB 18-2024

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Joint Board note the content of this Revenue Monitoring Report as at 31 July 2024.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The 2024/2025 Revenue Budget predicted a deficit position of £208,100 (see Report TRB 3-2024). The current outturn position for the financial year 2024/2025 is projecting a deficit position of £176,100 against the Revenue Budget based on the financial information available at 31 July 2024 (as detailed in Appendix A).
- 3.2 Following the removal of tolls the Board's Revenue Expenditure is now financed by an annual Revenue Grant from Scottish Government.
- 3.3 During 2019, Transport Scotland's Internal Audit conducted a review of their management of grant funding arrangements which included their administration of grant payments to and carry forward requests from the Joint Board. One of the recommendations of this review was that monthly grant claims now have to be submitted based on actual net expenditure. This results in a projected Revenue Grant carried forward into 2024/2025 of £nil.
- 3.4 The projected deficit position, if it materialised, would result in a General Fund Reserve of £984,491 at 31 March 2025. This level of retained reserves is subject to negotiation with the Scottish Government.
- 3.5 Following an External Audit recommendation, the Board's Strategic Plan 2019 to 2024 (TRB 28-2018) was approved by the Board with the aim of demonstrating the link between the budgets and financial performance reporting against the strategic objectives. Appendix B links the current year's gross expenditure to each of the Board's five strategic objectives.
- 3.6 Details of current variances against budget headings are detailed below.
- 3.7 An underspend of £22,000 is projected in relation to Administration Staff Costs. This is due to a projected underspend due to the Deputy Bridge Manager post remaining unfilled for the first 5 months of the year resulting in a £29,000 saving (see Staffing Report TRB 15-2024 at June 2024 Board meeting). There will also be additional saving of £6,000 due to the Summer Engineering Student Placement remaining unfilled. This saving will be offset by a temporary regrading of the Works and Transport Officer post to reflect the allocation of some of the duties associated with the Deputy Bridge Manager's role. Therefore, 50% of the Works and Transport Officer post has been allocated from the Operations section to the Administration section for the first six months of the year, resulting in additional expenditure of £13,000.

- 3.8 An underspend of £10,000 is projected in relation to Operations Staff Costs. This is due to the vacated Deputy Bridge Manager post described above (in paragraph 3.7) being filled by the Works and Transport Officer who will provide temporary cover for the first six months of this year with 50% of their re-graded salary being allocated to the Administration section resulting in a saving of £13,000 for the Operations budget. This saving will be offset by a projected overspend associated with the amended Bridge Inspector role (see Staffing Report TRB 15-2024 at June 2024 Board meeting) from September 2024 resulting in increased costs of £3,000.

4.0 RISK ASSESSMENT

- 4.1 In preparing the Board's Annual Revenue Budget (see Report TRB 3-2024), the Treasurer considered the key strategic, operational, and financial risks faced by the Board over this period. In order to alleviate the impact these risks may have should they occur, a number of general risk mitigating factors are utilised by the Board. These include:
- a system of perpetual detailed monthly budget monitoring with latest positions reported to quarterly Board meetings;
 - the level of General Fund Reserve balances available to meet any unforeseen expenditure;
 - the level of other cash backed reserves available to meet any unforeseen expenditure;
 - the possibility of identifying further budget savings and efficiencies during the year if required; and
 - the possibility of identifying new income streams during the year.

5.0 POLICY IMPLICATIONS

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

6.0 CONSULTATIONS

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

7.0 BACKGROUND PAPERS

- 7.1 None

ROBERT EMMOTT
TREASURER

20 AUGUST 2024

TAY ROAD BRIDGE JOINT BOARD**REVENUE MONITORING AS AT 31 JULY 2024**

	Revenue Budget 2024/25 £	Expenditure to 31 July 2024 £	Final Projection 2024/25 £	Variance from Budget £	Paragraph Reference
EXPENDITURE					
<u>Administration</u>					
Staff Costs	237,092	57,247	215,092	(22,000)	(3.7)
Property Costs	63,135	19,541	63,135	-	
Supplies and Services	164,402	121,027	164,402	-	
Transport Costs	300	-	300	-	
Third Party Payments	159,570	33,134	159,570	-	
	624,499	230,949	602,499	(22,000)	
<u>Operations</u>					
Staff Costs	1,060,414	318,561	1,050,414	(10,000)	(3.8)
Supplies and Services	8,200	914	8,200	-	
	1,068,614	319,475	1,058,614	(10,000)	
<u>Plant and Equipment</u>					
Property Costs	31,250	8,880	31,250	-	
Supplies and Services	176,950	37,509	176,950	-	
Transport Costs	34,950	28,017	34,950	-	
Third Party Payments	3,250	-	3,250	-	
	246,400	74,405	246,400	-	
<u>Bridge Maintenance</u>					
Property Costs	54,000	13,834	54,000	-	
Supplies and Services	53,100	2,770	53,100	-	
Transport Costs	200	22	200	-	
Third Party Payments	6,200	5,905	6,200	-	
	113,500	22,530	113,500	-	
GROSS EXPENDITURE	2,053,013	647,359	2,021,013	(32,000)	
INCOME					
Scottish Government Revenue Grant	1,830,000	376,118	1,830,000	-	
Interest on Revenue Balances	2,000	-	2,000	-	
Kiosk Rent	10,213	2,553	10,213	-	
Miscellaneous	2,700	2,508	2,700	-	
GROSS INCOME	1,844,913	381,179	1,844,913	-	
TOTAL NET DEFICIT / (SURPLUS) MET FROM GENERAL RESERVE BALANCES	208,100	266,180	176,100	(32,000)	

APPENDIX B**LINKING THE 2023/2024 REVENUE BUDGET MONITORING TO THE BOARD'S STRATEGIC OBJECTIVES**

	Strategic Objective	2024/2025 Budget £	Expenditure to 31 July 2024 £	2024/2025 Projected £
1	Meeting User Expectations	1,020,524	387,731	993,524
2	Fiscally Sustainable	100,170	2,675	100,170
3	Transparent Governance and Clear Decision-Making Processes	23,112	-	23,112
4	A Modern, Diverse and Well-Trained Workforce	15,000	280	15,000
5	Quality and Standards	<u>894,207</u>	<u>256,673</u>	<u>889,207</u>
	TOTAL GROSS EXPENDITURE	<u>2,053,013</u>	<u>647,359</u>	<u>2,021,013</u>

REPORT TO: TAY ROAD BRIDGE JOINT BOARD – 9 SEPTEMBER 2024

REPORT ON: CAPITAL MONITORING - 4 MONTHS TO 31 JULY 2024

REPORT BY: TREASURER

REPORT NO: TRB 19-2024

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Joint Board note the content of this Capital Monitoring Report as at 31 July 2024.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The Joint Board's 2024/2025 Capital Expenditure Programme of £7,900,000 was approved by the Board on 4 March 2024 (Report TRB 4-2024). From 1 April 2008 the Board's Capital Expenditure projects are being financed through Scottish Government Capital Grant.
- 3.2 The amount in the 2024/2025 Capital Grant Offer letter from Transport Scotland dated 31st March 2024 was £7,900,000 (see Report TRB 4-2024).
- 3.3 The capital outturn for the financial year 2024/2025 (as detailed in Table 1 on Appendix A) is projected to be £7,165,000 (i.e. a reduction of £735,000 compared to the original approved budget) based on the financial ledger information up to 31 July 2024 and this will be funded from 2024/2025 Capital Grant of £7,165,000.
- 3.4 An explanation of the major variances is shown in section 4 of the report.
- 3.5 During 2019, Transport Scotland's Internal Audit conducted a review of their management of grant funding arrangements which included their administration of grant payments to and carry forward requests from the Joint Board. One of the recommendations of this review was that monthly grant claims now have to be submitted based on actual net expenditure. This results in a projected Capital Grant carried forward into 2025/2026 of £nil.
- 3.6 Following an External Audit recommendation, the Board's Strategic Plan 2019 to 2024 (TRB 28-2018) was approved by the Board with the aim of demonstrating the link between the budgets and financial performance reporting against the strategic objectives. Appendix B links the current year's gross expenditure to each of the Board's five strategic objectives.

4.0 REASONS FOR CAPITAL EXPENDITURE VARIANCES

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

	£000
<u>Slippage from 2023/2024:</u>	
None	-
<u>Budget Adjustments:</u>	
Carriageway Resurfacing	(735)
<u>Slippage to 2025/2026:</u>	
None.	-
Total Budget Adjustments	<u>(735)</u>

- 4.2 Officers are constantly reviewing the capital programme of works and prioritising those projects that can realistically be progressed during the current year. There is a risk of further slippage in the capital programme, as the Board reacts to the market conditions currently affecting the construction industry. Updated projections will be incorporated into future capital monitoring reports and shared with Transport Scotland as it informs the Scottish Government's Spending Review.
- 4.3 Details of current capital works and the main reasons for movements on each project are:
- 4.4 Carriageway Resurfacing: The original 2024/2025 budget was £6,200,000. This is for the renewal of the carriageway surface, deck expansion joints, deck waterproofing and associated concrete repairs. It has been reported (see TRB 17-2024) that phase two, southbound works, commenced in March 2024. This was one month earlier than originally budgeted for and resulted in initial costs of phase two being paid in 2023/2024. The projected expenditure for this project has been reduced to £5,465,000 in this financial year.
- 4.5 Cathodic Protection (CP) Replacement: The original 2024/2025 budget of £950,000 is projected to be spent.
- 4.6 New Gantries: The original 2024/2025 budget of £600,000 is projected to be spent.
- 4.7 Scour Protection: The original 2024/2025 budget of £25,000 is projected to be spent.
- 4.8 Gantry Miscellaneous: The original 2024/2025 budget of £25,000 is projected to be spent.
- 4.9 Miscellaneous Projects: The original 2024/2025 budget of £100,000 is projected to be spent. This budget is used for several smaller projects.

5.0 RISK ASSESSMENT

- 5.1 There are a number of risks which may have an impact on the Capital expenditure programme. The main areas of risk are set out below, together with the mechanisms in place to help mitigate these risks.
- 5.2 Construction cost inflation levels are volatile, and they can on occasion be relatively high in comparison to general inflation. Therefore, delays in scheduling and letting contracts may lead to increases in projected costs. Every effort will be made to ensure delays are avoided wherever possible and any increase in costs minimised.
- 5.3 Slippage in the Capital programme leads to the need to reschedule projects in the current year and possibly future years, therefore creating problems in delivering the programme on time.

For this reason, the programme is carefully monitored and any potential slippage is identified as soon as possible to enable any corrective action to be taken.

- 5.4 Capital projects can be subject to unforeseen events, such as delays in progressing the project. This could lead to inflation impacting on the total cost of the project. In addition, currency fluctuations can also impact on costs. Contingencies are built into the budget for each capital project and these will be closely monitored throughout the project.
- 5.5 Capital projects can be subject to unforeseen price increases. The nature of construction projects is such that additional unexpected costs can occur. Contingencies are built into the budget for each capital project and these are closely monitored throughout the project.
- 5.6 There is risk associated with projects that are not yet legally committed as the works are not yet tendered for, and there is potential for costs to be greater than the allowance contained within the Capital Plan. As the majority of spend on these projects is in future years, the risk in the current year is not significant. Future years' Capital programme will be adjusted to reflect updated cost estimates.
- 5.7 The Capital Monitoring report and the Engineer's report provide information on individual projects contained within the Capital Budget and the impact of expenditure movements on the future financial years.
- 5.8 The level of Capital Grant received from the Scottish Government may be impacted by budgetary constraints in future financial statements.

6.0 CONCLUSION

- 6.1 The Board's 2024/2025 capital programme is showing a projected capital spend of £7,165,000 which will be funded from the current year's Scottish Government grant of £7,165,000.
- 6.2 The 2024/2025 capital expenditure programme will continue to be monitored on a regular basis throughout the remainder of the current financial year.

7.0 POLICY IMPLICATIONS

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

8.0 CONSULTATIONS

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

9.0 BACKGROUND PAPERS

- 9.1 None.

ROBERT EMMOTT
TREASURER

20 AUGUST 2024

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TAY ROAD BRIDGE JOINT BOARD

APPENDIX A

TABLE 1: CAPITAL EXPENDITURE MONITORING - 4 MONTHS TO 31 JULY 2024

<u>Expenditure</u>	<u>Strategic Objective</u>	<u>Capital Budget 2024/25 £000</u>	<u>Slippage from 2023/24 £000</u>	<u>Budget Adjust £000</u>	<u>Slippage into 2025/26 £000</u>	<u>Revised Capital Budget 2024/25 £000</u>	<u>Actual to 31 July 2024 £000</u>	<u>Projected Outturn 2024/25 £000</u>	<u>Variance from Budget £000</u>
									-
Carriageway Resurfacing	1	6,200	-	(735)	-	5,465	3,170	5,465	-
CP Hardware	5	950	-	-	-	950	-	950	-
New Gantries	5	600	-	-	-	600	-	600	-
Scour Protection	5	25	-	-	-	25	-	25	-
Gantry – Miscellaneous	5	25	-	-	-	25	-	25	-
Miscellaneous Projects	5	100	---	---	---	100	2	100	---
Total Gross Expenditure		<u>7,900</u>	<u>---</u>	<u>(735)</u>	<u>---</u>	<u>7,165</u>	<u>3,172</u>	<u>7,165</u>	<u>---</u>
Funded by:		<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
Capital Grant		7,900	---	(735)	---	7,165	3,158	7,165	---
Total Funding		<u>7,900</u>	<u>---</u>	<u>(735)</u>	<u>---</u>	<u>7,165</u>	<u>3,158</u>	<u>7,165</u>	<u>---</u>

TABLE 2: Unapplied Capital Grant Projected Carry Forward:

	<u>£000</u>
<u>Add:</u> Projected Capital Grant Received 2024/2025	7,165
<u>Less:</u> Projected Capital Grant Utilised 2024/2025	(7,165)

Unapplied Capital Grant Carried Forward to 2025/2026	<u>---</u>

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

Strategic Objective	<u>Capital Budget 2024/2025 £000</u>	<u>Revised Capital Budget 2024/2025 £000</u>	<u>Actual Expenditure to 31 July 2024 £000</u>	<u>2024/2025 Projected £000</u>
1 Meeting User Expectations	6,200	5,465	3,170	5,465
2 Fiscally Sustainable	-	-	-	-
3 Transparent Governance and Clear Decision-Making Processes	-	-	-	-
4 A Modern, Diverse and Well-Trained Workforce	-	-	-	-
5 Quality and Standards	<u>1,700</u>	<u>1,700</u>	<u>2</u>	<u>1,700</u>
TOTAL GROSS EXPENDITURE	<u>7,900</u>	<u>7,165</u>	<u>3,172</u>	<u>7,165</u>

REPORT TO: TAY ROAD BRIDGE JOINT BOARD - 9 SEPTEMBER 2024

REPORT ON: INTERNAL AUDIT - ANNUAL AUDIT PLAN 2024/2025

REPORT BY: TREASURER

REPORT NO: TRB 20-2024

1.0 PURPOSE OF REPORT

1.1 To present to the Board the Internal Audit Annual Audit Plan, which is attached as an appendix to this report.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Board notes the contents of the Internal Audit Annual Plan for 2024/2025 which is based on the detailed Internal Audit Needs Assessment and Strategic Plan 2022 to 2025.

3.0 FINANCIAL IMPLICATIONS

3.1 The cost of Internal Audit Services is included in the approved Revenue Budget.

4.0 BACKGROUND

4.1 Reference is made to Report TRB 20-2022 whereby the Board was asked to approve the three-year Strategic Audit Plan which was based on the detailed Internal Audit Needs Assessment (ANA).

4.2 The Board has a responsibility to develop and maintain internal control systems, risk management processes, governance arrangements and accounting records. In addition, the Board is responsible for ensuring that the Board's resources are used appropriately for the activities intended, fraud and other irregularities are prevented and detected, and the principles of Best Value are complied with. Internal audit reviews support management by giving an independent assessment of the adequacy and effectiveness of internal controls.

4.3 The Board's Internal Audit Service is provided by Henderson Loggie in respect of the financial years 2022/2023 to 2024/2025, and the Audit Needs Assessment (ANA) and Strategic Plan were prepared by them with reference to the CIPFA Code of Practice for Internal Audit in Local Government in the United Kingdom.

4.4 The ANA identified the main areas where the Board is exposed to risk that can be managed through internal control, and which therefore should be considered by internal audit. The results obtained from the assessment process identified and prioritised the areas requiring internal audit coverage over the next three years.

4.5 The Internal Audit Strategic Plan allocates audit days to the categories identified in the ANA to give a rolling programme of work which will be updated annually to ensure that any new and/or changed risks are reflected in the annual plan. The three-year Strategic Audit Plan allows for 15 days in 2024/2025.

5.0 MAIN TEXT

5.1 The Internal Audit Annual Audit Plan for 2024/2025, which is attached as an Appendix to this report, sets out the proposed audit work to be undertaken in 2024/2025.

5.2 This will result in separate reports being issued for each review. The reviews will cover the following areas:

- Payroll;
- Procurement and Creditors / Purchasing;
- Corporate Governance; and
- Follow-Up Reviews.

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

8.0 BACKGROUND PAPERS

8.1 Internal Audit – Audit Needs Assessment and Strategic Plan 2022 to 2025 (TRB 20-2022).

ROBERT EMMOTT
TREASURER

20 AUGUST 2024

Tay Road Bridge Joint Board

Internal Audit Annual Plan 2024/25

Internal Audit Report No: 2025/01

Draft issued: 14 August 2024

Final issued: ...



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Contents

		Page
Section 1	Introduction	1
Section 2	Strategic Plan 2022 to 2025	2
Section 3	Outline Scope and Objectives	
	• Payroll	3
	• Procurement and Creditors / Purchasing	4
	• Corporate Governance	5
	• Follow-Up Reviews	6



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Introduction

- 1.1 The purpose of this document is 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 2025. The plan is based on the proposed allocation of audit days for 2024/25 set out in the Audit Needs Assessment and Strategic Plan 2022 to 2025. The preparation of the Strategic Plan involved dialogue with the Bridge Manager.
- 1.2 At Section 3 of this report we have set out the outline scope and objectives for each audit assignment to be undertaken during 2024/25, together with the proposed audit approach. These were arrived at following discussion with the Bridge Manager.
- 1.3 Separate reports will be issued for each assignment with recommendations graded to reflect the significance of the issues raised. In addition, audit findings will be assessed and graded on an overall basis to denote the level of priority that should be given to each report.
- 1.4 Our audit service complies with the Public Sector Internal Audit Standards (PSIAS).



Strategic Plan 2022 to 2025

Audit Area	Risk Register Ref.	Previous IA Coverage	Actual 2022/23 Days	Actual 2023/24 Days	Planned 2024/25 Days
Reputation					
Health, Safety & Wellbeing	2, 6	2019/20 - Good	4		
Partnership Working	2, 7			4	
Staffing Issues					
Payroll	7, 9	2021/22 - Good			4
Estates and Facilities					
Capital Projects	8	2022/23 - Good	4	4	
Financial Issues					
Procurement and Creditors / Purchasing	2, 7, 9	2021/22 - Good			4
Contract Management	2, 7, 9			4	
Organisational Issues					
Corporate Governance	7	2021/22 - Good			4
Corporate Planning	7	2015/16 - Good	3		
Other Audit Activities					
Management & planning, attendance at Joint Board meetings & liaising with external audit			2	2	2
Follow-up			1	1	1
ANA			1	-	-
Total			15	15	15

Key

Category: Gov – Governance; Perf – Performance; Fin – Financial

Priority: H – High; M – Medium; L – Low



Outline Scope and Objectives

Audit Assignment:	Payroll
Priority:	Medium
Joint Board Meeting:	March 2025
Days:	4

Scope

To undertake a high-level review of all key aspects of Payroll, including an examination of payments, authorisations and changes to payroll data. The audit will cover activities undertaken by the Board but not the Dundee City Council systems.

Objectives

The specific objectives of the review will be to seek reasonable assurance that:

- all new posts are appropriately approved;
- starters and leavers are properly treated and enter and leave the payroll system at the correct dates;
- overtime payments and other variations to pay are properly authorised, processed, and recorded;
- there is robust approval and checking of changes to employee standing data; and
- monitoring information is adequate for identifying incorrect payroll payments and to allow budget holders to manage their budgets effectively.

Our audit approach will be:

From discussion with relevant staff, and review of procedural documentation, we will identify the key internal controls in place within the payroll system and compare these with expected controls. Audit testing will then be carried out to ensure that the controls in place are operating effectively



Audit Assignment:	Procurement and Creditors / Purchasing
Priority:	Medium
Joint Board Meeting:	June 2025
Days:	4

Scope

This audit will focus on the systems of internal control in place for the ordering of goods and services and the payment of invoices.

We will also consider whether the procurement strategy followed and procedures in place support best value purchasing in relation to non-pay spend (other operating expenses plus equipment fixed asset additions).

Objectives

The specific objectives of the audit will be to ensure that:

- the Board's Procurement Policy, Strategy and procurement guidance are comprehensive, kept up-to-date and in line with the Procurement Reform (Scotland) Act 2014 ('the Act') and The Procurement (Scotland) Regulations 2016 ('the Regulations').
- procurement procedures ensure that:
 - areas of high spend are monitored appropriately.
 - opportunities for pooling of expenditure are identified in order to achieve best value; and
 - collaborative procurements and frameworks available to the Board are utilised where appropriate.
- purchase orders are completed for relevant purchases and are approved by members of staff with sufficient delegated authority prior to issue to suppliers, with the risk of unauthorised and excessive expenditure being minimised; and
- the Board's procurement guidance on quotes and tenders and selection of contractors, together with the Act and Regulations, are being complied with.

Our audit approach will be:

From discussions with the Bridge Manager and other relevant staff, we will establish what procurement strategies, procedures and monitoring arrangements are in place. These will then be evaluated to establish if they follow recognised good practice.

Specifically, we will seek to establish whether the procurement procedures ensure that areas of high spend are monitored appropriately, identifying opportunities for pooling of expenditure in order to achieve best value, and ensuring that joint purchasing arrangements are utilised where appropriate.

A sample of items of expenditure will be selected from the financial ledger and tested to ensure compliance with the Board's Financial Regulations and Procedures. This will include a detailed review of the tender process and selection of successful contractors for capital works awarded in the year.



Audit Assignment:	Corporate Governance
Priority:	Medium
Joint Board Meeting:	December 2024
Days:	4

Scope

This review will cover corporate governance arrangements within the Board and compare these against best practice included in the CIPFA Delivering Good Governance in Local Government: Guidance Note for Scottish Authorities (2016). This includes reviewing such items as:

- Code of Corporate Governance;
- Committee organisation and administration;
- Standing Orders;
- Financial Regulations;
- Delegation of Powers to Officers;
- Governance self-assessments;
- Fraud and Corruption policies and procedures;
- Complaints and Whistleblowing procedures.

Objective

The primary objective of the audit will be to obtain reasonable assurance that the Board's corporate governance arrangements are in accordance with best practice as set out in the CIPFA / SOLACE Delivering Good Governance in Local Government: Framework (2016) and accompanying guidance notes for Scottish Authorities, which was published in September 2016.

Our audit approach will be:

We will identify the corporate governance arrangements in place through interviews with staff and analysis of any corporate governance self-assessment. Relevant supporting documentation will also be reviewed to gain evidence that the arrangements in place have been adequately documented, communicated and are operating effectively.



Audit Assignment:	Follow-Up Reviews
Priority:	Various
Joint Board Meeting:	June 2025
Days:	1

Scope

This review will cover the following reports from the 2023/24 internal audit programme and reports from earlier years where previous follow-up identified recommendations to be outstanding:

- Report 2024/02 – Contract Management
- Report 2024/04 – Follow-up Reviews 2023/24

Reports 2024/01, 2024/03, 2024/03, 2024/05, and 2024/06, did not contain any recommendations and therefore no follow-up is required.

Objective

The objective of our follow-up review will be to assess whether recommendations made in internal audit reports from 2023/24 (and outstanding actions from previous years) 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.

Our audit approach will be:

- to request from responsible officers for each report listed above an update on the status of implementation of the recommendations made;
- to ascertain by review of supporting documentation, for any significant recommendations within the reports listed above, whether action undertaken has been adequate; and
- prepare a summary of the current status of the recommendations for the Joint Board.



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