

HUMBER BRIDGE BOARD
MINUTES 16 FEBRUARY 2018
PRESENT

Councillor Chris Matthews (East Riding of Yorkshire Council) (Chair)
 Councillor Sean Chaytor (Hull City Council)
 Councillor Matthew Patrick (North East Lincolnshire Council)
 Lord Haskins (Humber LEP)
 Charlie Spencer OBE (Humber LEP)

IN ATTENDANCE

Kevin Moore (KM) (Chief Executive)
 Andrew Arundel (AA) (Head of Engineering & Infrastructure, Humber Bridge Board)
 Andy Dalby (AD) (Head of Finance and Commercial, Humber Bridge Board)
 Fay Baker (FB) (Head of Operations, Humber Bridge Board)
 Tony Barker (Communications Manager, Humber Bridge Board)
 Bill Prest (Legal Services, Hull City Council)
 Louise Hawkins (Democratic Services, Hull City Council)

APOLOGIES

Councillor Richard Hannigan (North Lincolnshire Council)

Minute No.	Report No.	Business	Action by
313		DECLARATIONS OF INTEREST Charlie Spencer declared a personal interest in minute 325 insofar as he was the Executive Chairman of the Spencer Group.	
314		MINUTES OF THE BOARD MEETING HELD ON 18 DECEMBER 2017 Agreed – that the minutes of the meeting held on 18 December 2017, having been printed and circulated, be taken as read and correctly recorded.	
315	168	HUMBER BRIDGE BOARD STANDING ORDERS The Chief Executive submitted the Standing Orders for the Board which had been amended to reflect the appointment of a Chief Executive who would act as Clerk to the Board and a Head of Finance and Commercial who would act as Treasurer to the Board.	



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		Agreed – that the amended Standing Orders be approved.	KM
316	169	<p>BUSINESS UPDATE</p> <p>The Chief Executive submitted a report which outlined the work that had been undertaken since the last meeting.</p> <p>The Board was informed that –</p> <ul style="list-style-type: none"> (i) The Chief Executive and the Head of Finance and Commercial had been invited to attend a meeting of the Unitary Finance Officers (UFO) to discuss the financial plans for the Bridge; (ii) That the company that had been operating the Farmers Market on behalf of the Bridge Board had withdrawn its service. The Bridge Board had been approached by a number of organisations wanting to operate a market on the site. An experienced operator had been selected on both quality and cost elements and would take over the operation of the market from 1 March 2018. A press release would be issued to inform members of the public, and (iii) It had been suggested by one of the Directors of the Board that a Civic Day could be held at the Bridge to provide an opportunity for local dignitaries to visit the Bridge. The event could be held in conjunction with the anniversary of the opening of the Bridge and all Directors would also be invited to attend. <p>Agreed – that the update be noted.</p>	
317	170	<p>STRATEGIC PLAN</p> <p>The Chief Executive submitted the draft Strategic Plan for April 2018 to 31 March 2021 for consideration and approval.</p> <p>The Board was informed that the aim of the Strategic Plan was to maximise the potential of the Bridge over the next three years. The Senior Management Team was now in place and having spent time resolving issues the Team was now looking to the future. The long term aim was to create the best bridge experience in the world.</p> <p>The Chief Executive set out three key objectives -</p> <ul style="list-style-type: none"> (i) To improve the customer experience without raising tolls. (ii) To maximise and diversify the Board’s income whilst 	



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minimising its expenditure. There was a need to ensure that maintenance projects were completed on time, and on budget, and
(iii) To develop a world class visitor experience.

The plans for the Bridge included the development of a high quality visitor experience by its 40th Anniversary. There were a number of developments that could be in place within 12 months.

A discussion took place around the Board's contribution to the economic development of the region. The Chief Executive explained that the Severn Bridge tolls were being removed as the bridge had paid of its debt. The Humber Bridge debt would be paid off by 2038. It was possible to provide a world class bridge experience whilst the toll was still in place by ensuring value for money for the customer. The Board could not lead the economic growth of the region but it could contribute as a partner in discussions and plans. The operation of the Bridge was the Board's priority and it had to carefully manage its finances in order to do so.

It was commented that the Bridge was a public infrastructure and could be part of something transformational for the East Coast region. However, it was recognised that the Government would need to facilitate improvement to the infrastructure on both sides of the bridge to increase vehicle capacity.

A discussion took place around the need for a long term piece of work to be undertaken to assess the economic impact of the Bridge which could be led by the Humber Local Enterprise Partnership (LEP).

It was requested that paragraph 2.2 be expanded to include commentary on the Board's role in the economic development of the region and how the Bridge would be maintained if the tolls were either reduced or removed.

Agreed –

- a. That the Strategic Plan be approved in principle and with the suggested amendments be submitted to the next meeting of the Board for final approval, and
- b. That the Chief Executive liaises with the Humber LEP in relation to the undertaking of an economic impact assessment to be undertaken and completed by June 2019.

(a-b)KM



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318		ANY OTHER BUSINESS TO BE RAISED AT THE NEXT MEETING No items of business were raised.	
319		EXCLUSION OF THE PRESS AND PUBLIC Agreed – That in accordance with the provisions of the Board’s Standing Orders 1.11 and 1.12 the public (including the press) be excluded from the meeting for the following items of business, minutes 320 to 328 as the reports and appendices contained information relating to the financial and business affairs of the Board and others.	
320	171	MANAGEMENT TASKS The Chief Executive submitted a report which outlined the tasks that were being undertaken by the Senior Management Team. It was highlighted that there had been areas of work which required improvement. These issues had been addressed and were now progressing forward. The Directors requested that the report be presented to a future meeting so that progress could be monitored. Agreed – a. That the report be noted, and b. That future reports are presented in a RAG (Red, Amber, Green) format so that progress could be easily tracked.	(b)KM
321	172	OPERATIONAL DEPARTMENT REVIEW The Head of Operations submitted a report which set out the current structure and the proposals to undertake a review of the Operational Department. The Board was informed that the staff within the Operational Department provided a 24 hour, 365 day service which included being first responders to incidents and providing security for the Humber Bridge Board estate. The current structure had remained largely unchanged for a significant number of years. A customer service department had been set up in 2015 following the introduction of the new tolling system. However, the operational department had not been restructured.	



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		<p>The Chief Executive had requested that a review of the department be undertaken and the report outlined the key findings of that review.</p> <p>The proposed draft structure would support the Bridge Board commitment to upskilling staff and creating a sustainable workforce. Following the approval of the Board consultation would take place with staff members and trade unions.</p> <p>Agreed – that the Board approves the proposed draft restructure.</p>	KM/FB
322	173	<p>MONTHLY ACCOUNTS</p> <p>The Head of Finance and Commercial submitted a report which provided the Board with the traffic flows and toll income received up to December 2017.</p> <p>The Board was informed that traditionally December had the lowest traffic levels and toll income. The traffic flow had increased by 1.5% from that in December 2016.</p> <p>The traffic flow for January 2018 had increased by 6.5% from the same period in 2017. There had been a significant increase in class 4 vehicles.</p> <p>A discussion took place around the continuing increase in vehicle traffic. Directors queried whether it was possible to determine why vehicles were using the bridge and where they were travelling to and from. The Chief Executive reported that TAG customers would be asked to complete a survey which would help the Board to better understand its customers and their needs. It was also possible to extract more information regarding traffic flows from the TAG system which was currently being explored and analysed by the Head of Finance and Commercial.</p> <p>Agreed –</p> <p>a. That the report be noted, and</p> <p>b. That additional information regarding traffic flows is submitted to the next meeting with a full report of the information being submitted to the board meeting to be held in August 2018.</p>	(b)AD
323	174	<p>BUDGET 2018/19</p> <p>The Head of Finance and Commercial submitted a report which set out the proposed revenue and capital budgets for</p>	



		<p>2018/19.</p> <p>The Board was informed that the proposed budgets accounted for a contingency if required. A 2% increase in income had been assumed. There was potential to make a number of savings.</p> <p>Agreed – that the revenue and capital budgets for 2018/19 be approved.</p>	
324	175	<p>HEALTH AND SAFETY</p> <p>The Head of Infrastructure submitted a report which updated the Board on progress and the status of Health, Safety and Welfare at the Humber Bridge Board.</p> <p>The Board was informed that there had been 12 minor accidents and 175 near misses reported since 25 May 2017. There appeared to be a downward trend in accidents which had been attributed to the new signage.</p> <p>The number of incidents of drivers performing U-turns and reversing manoeuvres was also reducing. The Board was working with the Police and using CCTV to address the issue.</p> <p>All relevant Humber Bridge Board staff would be undertaking training on accident management.</p> <p>Agreed – that the update be noted.</p>	AD
325	176	<p>CAPITAL PROJECTS BOARD</p> <p>The Head of Engineering & Infrastructure submitted the notes of meetings of the Capital Projects Board held on 7 February 2018 and 5 December 2017.</p> <p>The Board was informed that a revised repairs and maintenance programme had been developed as the previous programme had not taken into account the entire Humber Bridge estate. Projects had been programmed to minimise the impact on traffic management and disruption to customers.</p> <p>There were a number of projects that were underway or had been scheduled which included -</p> <p>(i) the main cable inspection which was due to go out to tender at the end of February;</p>	



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		<p>(ii) Side span joint replacement; (iii) Hanger testing; (iv) Main expansion joints, and (v) Repainting of the bridge deck; (vi) Bridge deck surfacing, and (vii) Side span A frames.</p> <p>The Board was informed that</p> <p>(i) a feasibility study would be required to determine the best approach and method to the repainting of the bridge deck, and</p> <p>(ii) that the northbound carriageway bridge deck would require resurfacing as the current surface was beginning to deteriorate.</p> <p>Agreed – that the notes of the meeting of the Capital Projects Board be noted.</p>	
326	177	<p>HUMAN RESOURCES ISSUE</p> <p>The Chief Executive submitted a report which informed the Board of an appeal by a former member of staff for back-dating of pension payments. The matter has been referred to the Pensions Ombudsman.</p> <p>Agreed – that the Board notes the report.</p>	
327	178	<p>MASTERPLAN TENDER</p> <p>The Chief Executive submitted a report which updated the Board on the tender process for the development of a detailed Masterplan for the Humber Bridge.</p> <p>The Senior Management Team had interviewed four prospective companies and the tender had been awarded to Ian Richie Architects. The successful company had a strong track record in developing high profile projects. The Masterplan would be completed by June 2018 and would be presented to the Board at its Annual General Meeting.</p> <p>Agreed –</p> <p>a. that the appointment of Ian Richie Architects be noted, and</p> <p>b. that the Directors be updated on the development of the Masterplan at the next meeting.</p>	(b)KM



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328		<p>ITEMS TO BE RAISED AT THE NEXT MEETING (EXEMPT)</p> <p>The Board was informed that Humberside Police had confirmed that the Bridge was not classed as a critical infrastructure.</p> <p>The Board was awaiting confirmation in writing as its status as a Highway Authority.</p>	
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