



**HUMBER BRIDGE BOARD**

**MINUTES 17 AUGUST 2018**

**PRESENT**

Councillor Sean Chaytor (Hull City Council) (in the Chair)  
Councillor Richard Hannigan (North Lincolnshire Council)  
Councillor Chris Matthews (East Riding of Yorkshire Council)  
Councillor M. Patrick (North East Lincolnshire Council)  
Lord Haskins (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)  
Bill Prest (Commercial and Projects Lawyer, Hull City Council)  
Louise Hawkins (Democratic Services, Hull City Council)

<b>Minute No.</b>	<b>Report No.</b>	<b>Business</b>	<b>Action by</b>
<b>368</b>		<b>APOLOGIES</b>  Apologies were received from Councillor Watson and Charlie Spencer.	
<b>369</b>		<b>DECLARATIONS OF INTEREST</b>  No declarations of interest were received in respect of the items that follow below.	
<b>370</b>		<b>MINUTES OF THE BOARD MEETING HELD ON 15 JUNE 2018</b>  <b>Agreed</b> – that the minutes of the meeting held on 15 June 2018, having been printed and circulated be taken as read and correctly recorded.	
<b>371</b>	<b>204</b>	<b>BUSINESS PLAN UPDATE</b>  The Chief Executive submitted a report which provided the Board with an update on general business matters.  The Board was informed that –	



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- i. The Masterplan had been discussed at a meeting of the Humber Chief Executives Group. The plan had been well received and the Chief Executives had been keen to explore how the four local authorities could work in partnership with the Board to develop the Masterplan;
- ii. That The Civic Day at the Bridge had been very successful. A project manager from the 'Hidden Histories of the Humber Bridge' HLF-funded project had attended and visitors had shared their own stories of the bridge;
- iii. The Chief Executive had attended a meeting at HMP Hull to discuss how the Board could work in partnership to provide learning and work placement opportunities for offenders. The prison was already working with a number of local businesses and more information on how the partnership would be structured would be provided to the Chief Executive. Board Directors suggested that the Board employment policies could be looked at in relation to engaging with offenders.
- iv. The Senior Management Team had met with representatives from the Road Haulage Association to explore ways in which the Board could work with the organisation and its members. It had been a very positive meeting and regular communications would continue. The Board would be working with the organisation on the issue of high winds and vulnerable vehicles. It had also been suggested that the Board should consider re-opening the lorry park as a commercial venture.
- v. That a Learning Strategy was being developed which would focus on a small number of offers initially;
- vi. The Chief Executive had presented the Masterplan to Historic England who had been positive about the plans to open up the Bridge to visitors, and
- vii. That Pete Massey, North Director of the Arts Council England had been presented with the Masterplan who had been very impressed.

**Agreed –**

- a. That the report be noted;

(KM)



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		<p>b. That representatives from the Arts Council and Historic England are invited to the Civic Day to take place in 2019.</p>	
372	205	<p><b>OPERATIONS DEPARTMENT UPDATE</b></p> <p>The Head of Operations submitted a report which provided the Board with an update on the work of the Operations Department.</p> <p>The Board was informed that the Board's new website had now gone live. The new website had been very cost effective as the improvements had been undertaken in house. The new site was an interim measure, as one of the recommendations of the Masterplan was to rebrand. The interim site was easy to navigate and had been improved following feedback from customers.</p> <p><b>Agreed</b> – that the report be noted.</p>	
373	206	<p><b>ENGINEERING AND INFRASTRUCTURE DEPARTMENT</b></p> <p>The Head of Engineering and Infrastructure submitted a report which provided the Board with an update on the works and activities carried out by the Engineering and Infrastructure department.</p> <p>The Board was informed that a meeting had taken place with the East Riding Flood Defence Team to discuss plans for the Hessle Foreshore.</p> <p>Directors of the Board discussed the following matters –</p> <ol style="list-style-type: none"><li>i. That risk management and emergency rescue arrangements needed to be considered in relation to hard hat tours at the Bridge. The Head of Engineering and Infrastructure explained that the Board was working with Humberside Fire and Rescue to develop a combined emergency plan.</li><li>ii. That there would be a global response to the recent bridge collapse in Genoa. It was likely that an enquiry in to the disaster would raise questions which all bridges would be required to respond to. The Directors requested that a position statement be drafted to provide assurance that the Humber Bridge had proper governance and maintenance arrangements in place.</li></ol>	



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		<p><b>Agreed –</b></p> <p>a. That the report be noted, and</p> <p>b. That a position statement be submitted to the next meeting of the Board which provides assurance that the Humber Bridge Board has appropriate governance arrangements in place and a long term maintenance plan to ensure the integrity of the Bridge and surrounding structures.</p>	(b) AA
374	207	<p><b>MANAGEMENT ACCOUNTS AND TRAFFIC VOLUME – JUNE 2018</b></p> <p>The Head of Finance and Commercial submitted a report which provided the management accounts for June 2018.</p> <p>The Board was informed that June had been an unsettled month in relation to traffic volumes and income which had struggled to reach income growth of 2% from the previous year. Investigations had taken place but there was no evidence which indicated a specific reason for the reduction in traffic volumes, in particularly Class 4s.</p> <p>Directors of the Board queried whether the reduction in the level of traffic was a concern. The Head of Finance and Commercial explained that the income growth had not yet fallen below 2%. The income was better than in the same period from the previous year, and overall performance was better than budget, due to cost savings of £10,000. It was noted that in real terms the tolls had reduced because they had not risen in line with inflation. The Senior Management Team had discussed a review of the classifications and ways in which income could be maximised.</p> <p>The Head of Finance and Commercial explained that proper control of the business including income and expenditure was essential. There were sufficient funds to pay for the loan payment and the required maintenance for the following year. The Senior Management Team was working in partnership to identify the maintenance that needed to take place and how much it would cost. A forecast based on 0% growth showed a break even position after 5 years allowing for the planned capital programme.</p> <p>A discussion took place around the maintenance that would be required in the future and how it would be funded. The Head of Finance and Commercial explained that as</p>	



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		<p>the Board developed commercial activity the additional income would build up the maintenance fund. The Senior Management Team was aware of the need for control of spending and was looking at ways to implement efficient use of resources across the business.</p> <p><b>Agreed</b> – that the report be noted.</p>	
<b>375</b>		<p><b>ANY OTHER BUSINESS</b></p> <p>The Board Directors discussed a request that had been received from a local charity for the Board to be one of its Corporate Partners. Board Directors went on to discuss a number of options which included the setting up a Community Fund, supporting a different charity each year, and using a percentage of any profits from events held at the Bridge to build up the Community Fund. It was suggested that the Board required a policy for sponsorship as it received a significant number of requests each year.</p> <p>The Chief Executive explained that the Board already supported local charities in kind by providing staff hours for events and activities.</p> <p><b>Agreed</b> – that a policy for supporting charitable organisations is submitted to a future meeting of the Board.</p>	
<b>376</b>		<p><b>EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>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 377 to 388 as the reports and appendices contained information relating to the financial and business affairs of the Board and others.</p>	
<b>377</b>	<b>208</b>	<p><b>HUMAN RESOURCES</b></p> <p>The Chief Executive submitted a report which provided the Board with an update on Human Resource issues.</p> <p>The Board was informed that –</p> <ul style="list-style-type: none"><li>i. A Human Resources Manager had been appointed and they would commence employment at the Board in early November 2018, and</li><li>ii. That relationships with the Trade Unions were being developed. An agreement had been signed by Unite and the Board was waiting to receive a signed</li></ul>	



		<p>agreement from Unison.</p> <p><b>Agreed</b> – that the report be noted.</p>	
<b>378</b>	<b>209</b>	<p><b>HEALTH AND SAFETY</b></p> <p>The Head of Engineering and Infrastructure submitted a report which provided the Board with an update on the progress and status of Health, Safety and Welfare at the Humber Bridge Board.</p> <p>The Board was informed that –</p> <ul style="list-style-type: none"><li>i. There had been five minor accidents since the last update;</li><li>ii. That there had been 17 ‘near miss’ reports since the last report. The majority of these were driver error related;</li><li>iii. That the Board was looking to improve the signage on the approaches to the Bridge to provide better visibility and clarity for drivers;</li><li>iv. The overall trend highlighted the reduction in incidents, and</li><li>v. New speed limit signs were to be installed which will be enforceable by the Police.</li></ul> <p><b>Agreed</b> – that the report be noted.</p>	
<b>379</b>	<b>210</b>	<p><b>KEY PERFORMANCE INDICATORS (KPIs)FOR 2018/19</b></p> <p>The Head of Finance and Commercial submitted a report which provided the Board with an update on the KPIs for 2018/19.</p> <p>The Board was informed that –</p> <ul style="list-style-type: none"><li>i. The KPIs had been monitored against the action plan;</li><li>ii. That work was being undertaken to recover money that was owed to the Board through a commercial agreement;</li><li>iii. That the Board had issued a statutory demand for monies that it was owed;</li><li>iv. That sickness absence levels had improved as long standing issues had been addressed.</li></ul>	



		<p><b>Agreed</b> – that the report be noted.</p>	
<b>380</b>	<b>211</b>	<p><b>RISK MANAGEMENT</b></p> <p>The Head of Finance and Commercial submitted a report which provided an update on Risk Management.</p> <p>The Board was informed that –</p> <ul style="list-style-type: none"><li>i. The risk register had not been changed since the last time it had been considered by the Board except for the inclusion of Brexit and its possible impacts to the Bridge, and</li><li>ii. A significant amount of the traffic that crossed the Bridge was travelling to and from the regions ports and once the UK withdrew from the European Union the number of vehicles could reduce.</li></ul> <p>The Board Directors queried whether there were any European Union regulations that applied to bridge structures. The Head of Engineering and Infrastructure explained that the Euro codes were recognised design standards, however the Bridge predated these codes and had been built to British standards. It was not expected that there would be any issues relating to the bridge structure.</p> <p>The Government intended to publish papers which would set out the risks if a Brexit agreement could not be reached.</p> <p><b>Agreed</b> – that the report be noted.</p>	
<b>381</b>	<b>212</b>	<p><b>PEDESTRIAN SAFETY</b></p> <p>The Chief Executive submitted a report which provided the Board with information relating to pedestrian safety on the Humber Bridge.</p> <p>A discussion took place around pedestrian safety on bridges and the types of systems that had been used to deter suicides. It was noted that no system could prevent suicides entirely. The Golden Gate Bridge in San Francisco had raised funding from various sources to construct a system which would cost in excess of \$200m.</p> <p>If the Humber Bridge Board were to construct a similar system a number of factors would need to be taken into</p>	



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		consideration. <b>Agreed –</b> that the Board monitors developments at other comparable bridges.	Chief Executive
382	213	<b>WYKELAND EQUALISATION</b>  The Head of Finance and Commercial submitted a report which provided an update on the Bridgehead Development Equalisation Agreement.  <b>Agreed –</b>  a. That the report be noted, and  b. The Board delegates the authority to reject any future sales within 30 days, if considered appropriate, to the Chief Executive.	Chief Executive
383	214	<b>MASTERPLAN UPDATE</b>  The Chief Executive submitted a report which provided an update on and requested that the Board approve the Masterplan.  The Board was informed that –  i. The full plan had of course been available to be viewed by all Board members since it was presented at the June meeting;  ii. That the Masterplan was self-funding and was not reliant on toll income;  iii. That the Masterplan would provide opportunities for local businesses;  iv. That the ventures within the Masterplan would not be developed until the required funding was available;  v. That the visitor numbers within the Masterplan were conservative;  vi. That there were some activities that could be introduced now;  vii. That the Senior Management Team would manage the Masterplan on a day to day basis as there would be risks involved if a separate team was created, and	





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		<p>viii. That the Head of Finance and Commercial would control the finances relating to the Masterplan.</p> <p><b>Agreed</b> – that the Board approves the Masterplan.</p>	
<b>384</b>	<b>215</b>	<p><b>ENGINEERING AND INFRASTRUCTURE WORKS UPDATE</b></p> <p>The Head of Engineering and Infrastructure submitted a report which provided the Board with an update on the progress of major and minor works.</p> <p>The Board was informed that a review of the maintenance projects had taken place and a revised programme of works had been drafted.</p> <p>The Head of Engineering &amp; Infrastructure provided an update on the maintenance projects that were programmed and the funding that would be required to undertake the works.</p> <p><b>Agreed</b> – that the report be noted.</p>	
<b>385</b>	<b>216</b>	<p><b>YEAR END ACCOUNTS FOR APPROVAL</b></p> <p>The Head of Finance and Commercial submitted a report which presented the Board with the draft Statement of Accounts 2017/18 to the Board and also requested the Board to approve the format of the Accounts.</p> <p>i. The Board was informed that Mazars LLP had been commissioned to undertake an income review on behalf of the Humber Bridge Board;</p> <p>The report identified two minor housekeeping issues which the Head of Finance and Commercial felt was a major improvement from the previous income report, and</p> <p>ii. That Dutton Moore had been commissioned to undertake a systems process and year end balance sheet audit on behalf of the Humber Bridge Board, which concluded that all internal controls were effective and there were no major issues with the year end balance sheet as presented.</p> <p>The Head of Finance and Commercial explained that currently the accounts were formatted to follow Chartered Institute of Public Finance and Accountancy (CIPFA) standards, and that as a small to medium enterprise the</p>	



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		<p>Board could make considerable savings if it produced commercial accounts which would provide the same level of assurance. The Humber Bridge Board Act did not specify the type of accounts that should be produced only that the auditor must be qualified to undertake an audit of a constituent authority.</p> <p>The Board was informed that producing CIPFA standard accounts created additional work which was not appropriate to an SME business and did not provide any greater assurance than commercial accounting systems and reporting.</p> <p>The Commercial and Projects Lawyer (Hull City Council) advised the Board that the Secretary of State would be required to approve a change in the format of the accounts.</p> <p><b>Agreed –</b></p> <ul style="list-style-type: none"> <li>a. That the Board approves the format of the Statement of Accounts;</li> <li>b. That the Board is satisfied with the assurances that proper controls are being applied by both Audit reports presented;</li> <li>c. The Humber Bridge Act states that the Department of Transport may approve the format of the Accounts. The Board requested that the Head of Finance &amp; Commercial explores this requirement.</li> <li>d. The Board approved Mazars audit plan provisionally subject to final approval by the Head of Finance &amp; Commercial.</li> <li>e. That the Board gives approval to the Head of Finance and Commercial to look at options for auditing the accounts from 2018/19 onwards.</li> </ul>	(a-d)AD
386	217	<p><b>CAPITAL PROGRAMME</b></p> <p>The Head of Finance and Commercial submitted a report which provided the Board with an update on the Capital Programme.</p> <p>The Board was informed that the Head of Finance and Commercial had produced a 25 year cashflow which would bring the Board to the end of the loan period. As the loan period extended there would be more money to spend on</p>	



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		<p>maintenance as the interest would reduce.</p> <p><b>Agreed</b> – that the Board notes the content of the report.</p>	
387		<p><b>COMMUNICATIONS WITH THE HUMBER LEP</b></p> <p><b>Agreed</b> – that the item be deferred to the next meeting of the Board.</p>	
388		<p><b>ITEMS TO BE RAISED AT THE NEXT MEETING (EXEMPT)</b></p> <p>No items of business were raised.</p>	