



Asset Management Case Study

Local Authority	London Technical Advisors Group (LoTAG) - Comprising TfL and all London Boroughs
Region	London
Sector	Highways
Theme	Asset Management
Benefits	A shared approach to asset management development across a region
Publication Date	November 2010

Key lessons

- Sharing and coordinating good asset management practice across a region provides an excellent basis for improvement by all authorities.
- A formal governance structure provides the necessary process and scrutiny to ensure new projects provide value for money and are well managed.
- A dedicated website is a good way to disseminate detailed project information between large numbers of authorities.
- Links to national organisations ensures London is aware of a wide range of information and provides wider sharing and learning opportunities.

Summary

Asset management across London is coordinated by the LoTAG Asset Management Board (LoTAMB). LoTAMB has adopted a number of managing and coordinating roles, disseminating existing good practice and scrutinizing and managing new projects to ensure value for money. A dedicated website has been established to share information. LoTAMB members belong to a number of national groups and regularly present at national events.

Background

Transport for London and all 33 London Boroughs are highway authorities. LoTAG represents all the authorities and has a number of technical groups. Highways groups were the Highway Maintenance Steering Group (HMSG), the condition assessment group Roads 2000, the Bridges Group LoBEG, and the Street Lighting group LoLEG. All carry out a coordinating and sharing role for specialist and technical aspects of asset management with individual authorities leading on particular projects.

Drivers for Change

Asset management across London was developing but was not fully coordinated. It was recognized that asset management went beyond inventory and condition assessment, but development resources in some areas were low. The Element 2 application provided the opportunity to improve joint working and to seek acceleration in the development of new projects to be led by individual London authorities for the benefit of all London authorities.

Improvement Action

The LoTAG 'Element 2' submission to DfT, see www.helg.org/asset_management, describes the development of asset management in London to December 2008 and the proposal to coordinate additional asset management projects over and above the normal pace of development. Reward funding of £1m was awarded.

To draw asset management work across London together and to manage the Element 2 bid, the London Transport Asset Management Board (LoTAMB) was formed. LoTAMB has representation from all the highways technical groups and a number of additional London representatives to provide challenge and moderation. Technical work continues to be coordinated by the technical groups and carried out by individual authorities.

LoTAMB's action plan is to:

- Establish mechanisms for sharing good practice.
- Identify current good practice to share.
- Establish a bidding process for the Element 2 funding.
- Develop asset management projects for carriageways, footways, bridges, lighting, street furniture and integrated asset management.
- Monitor delivery of selected projects.

LoTAMB has established a governance structure and a process for assessing projects for support from the 'Element 2' fund to ensure the funds are used wisely. Where funds are required above those available elsewhere, authorities bid using a standard template and guidance document. A description of projects is provided with total costs, LoTAMB contribution sought, benefits and progress milestones. LoTAMB scrutinizes the bids, ensures similar ideas from different London authorities are drawn together and supports those projects offering good value for money. It then monitors program milestones on a monthly basis.

Projects receiving support so far include accessibility modelling, London wide skid policy, asphalt specification handbook, bridge inspector training, sustainability framework, condition assessment, condition based maintenance management, performance benchmarking and lighting maintenance management and prioritisation, benchmarking of asset management resources, and asset management improvement.

LoTAMB has established an open approach to all London authorities through its website, www.lotamb.co.uk. The website's main function is to disseminate and share existing and new project details and LoTAMB meeting information between London authorities via a membership arrangement.

Element 2 funding is supporting projects over 3 years. The fund was initially invested and is now drawn down as projects require. The fund balance is invested and the interest used to develop and maintain the website and to provide secretarial support for LoTAMB.

Barriers

There was some early concern that if LoTAMB was constituted solely from the existing technical groups there may be insufficient change and challenge in the assessment and funding of new projects. This concern was allayed by the inclusion of a number of additional members to provide challenge and moderation.

Outcomes

Information on existing projects and on successful Element 2 projects will be available for all London authorities to support improvement of their asset management regimes.

It is intended that LoTAMB will continue after the Element 2 program is completed to facilitate continued sharing and learning on asset management across London.

LoTAMB provides sharing and learning across London via its website and meetings. Technical groups run and will continue to run seminars and training events. LoTAMB technical groups are already members of various national groups where further sharing of technical information takes place:

UK Roads Board	- HMSG
UK Bridges Board	- LoBEG
UK Lighting Board	- LoLEG
ADEPT/TAG Highway Asset Management Group	- LoTAMB
ADEPT/TAG Highway Management Group	- HMSG and Roads 2000
ADEPT Bridges Group	- LoBEG
ADEPT Lighting Group	- LoLEG

Technical group members sometimes present at national conferences and events and these activities and opportunities to share learning will continue.

LoTAMB is considering running London seminars and providing articles for publication in the technical press. It is also considering whether it should liaise with selected local authorities surrounding London.

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