



THE LONDON TECHNICAL ADVISERS GROUP (LoTAG)

GUIDANCE ON COMPETENCY & TRAINING - HIGHWAYS

Date: July 2018
Version: Version no.1.0

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ACKNOWLEDGEMENTS

Officers and staff of the following organisations took part in workshops, focus groups and consultations to produce this document:

LoTAG Board and Chairs
LoHEG, LoDEG, LoLEG, LoBEG
Metis Consultants Ltd
London Boroughs

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1. INTRODUCTION

1.1. LONDON TECHNICAL ADVISORS GROUP (LoTAG)

- 1.1.1. The London Technical Advisers Group (LoTAG) maintains a technical network for local government professionals and co-opted members in the highway and transport fields. It provides a centre for professional advice and assistance for local policy development and service delivery on a London wide basis. LoTAG is the regional grouping of TAG comprising a group of professional officers.
- 1.1.2. LoTAG represents all London highway authorities - 33 Boroughs and Transport for London.

1.2. LoTAG GUIDANCE

- 1.2.1. LoTAG works for and with highway authorities to promote good practice and consistency in London. LoTAG guidance documents are not mandatory or a requirement, their purpose is to provide advice and support to members, including examples of good practice.

1.3. LoTAG COMPETENCY & TRAINING GUIDANCE

- 1.3.1. This guidance document provides guidance on an approach that members may wish to adopt when developing competency and training in line with support the adoption of the Code, Well Managed Highway Infrastructure: A Code of Practice (October 2016).
- 1.3.2. The document provides one way of approaching competency and training and does not prevent boroughs adopting an alternative approach.

1.4. TERMINOLOGY

- 1.4.1. The Code of Practice for Well-managed Highway Infrastructure (October 2016) is hereafter referred to as the Code.

2. GUIDANCE IN THE CODE OF PRACTICE

2.1. PURPOSE OF COMPETENCY & TRAINING

- 2.1.1. Ensuring those involved in managing, developing and delivering highway services should be appropriately training and competent to do so. Training is being taught a skill and Competence is the ability to do something. As such it is essential to ensure the people engaged in delivering highway services have the appropriate training and competency to ensure the activities are undertaken effectively with due consideration of risk.

2.2. COMPETENCY & TRAINING

- 2.2.1. The Code sets out the need to ensure that staff are suitably competent and experienced to undertake their duties. The Code states:

“Recommendation 15: The appropriate competencies for all staff should be identified. Training should be provided where necessary for directly employed staff, and contractors should be required to provide evidence of the appropriate competencies of their staff.” (The Code, 2016: p37).

- 2.2.2. The UKRLG Guidance for Highway Infrastructure Asset Management Guidance Document (May 2013) which states:

“Recommendation 10: The appropriate competency required for asset management should be identified, and training should be provided where necessary” (Asset Management Guidance: p71).

- 2.2.3. Additionally, the Institute of Highway Engineers Well Managed Highways Liability Risk (March 2017) Section 5 – Training and Assessment of Competence. This guide recognises the benefit of competence and the need for a structured training programme, which the Institute of Highway Engineers is providing as part of their Highways Engineering Academy (Autumn 2018).
- 2.2.4. These recommendations require authorities to give due consideration to the training, competency and experience of staff at all levels of the organisation.

2.3. IMPLEMENTATION TIMELINE

- 2.3.1. The Code came into effect on 28 October 2016, running in parallel with its predecessor, which will be withdrawn in October 2018. Authorities should identify what activities and internal processes/approvals they require prior to this date and plan accordingly.
- 2.3.2. Legal advice should be sought when considering any changes to the existing approach to competency and training.

3. TRAINING AND COMPETENCY IN LONDON (MARCH 2018)

3.1. INTERPRETING THE RECOMMENDATIONS

- 3.1.1. London's 33 boroughs and TfL have a differing approach to training from on the job experience to classroom based learning. The blend of competency / training across London is captured in section 3.2.
- 3.1.2. Across the Code and associated guidance, it is clear there is a need for each authority to determine what training and competency each officer and contractor will have to undertake to complete their duties. This is a local decision and it is important that a borough has defined and implemented their own training and competency framework.
- 3.1.3. Coverage as outlined in the Code and associated guidance is summarised, but not limited to, the following broad competencies/training. Training should recognise the possibility of legal challenge to decisions;
- management,
 - developing the local approach to risk,
 - risk assessment and analysis,
 - maintenance planning,
 - making the right choices when designing and specifying techniques and materials,
 - work on site such as safety and other inspections, testing and maintenance works,
 - security awareness and relevant information on the security-minded approach adopted.
- 3.1.4. Professional registration is also recognised as a valuable standard for competence. Chartered and Incorporated professional status such as that set by the Engineering Council will provide robust basis for competence. Though even these professional standards require the ongoing Continuous Professional Development to maintain the required levels of competency.

3.2. TRAINING AND COMPETENCY IN LONDON (MARCH 2018)

- 3.2.1. LoTAG Group 2 has undertaken an annual Status Report. During the 2018 reporting period each borough was asked their approach to competency and training across the organisation roles from decision makers to Customer Service Advisors. The results are collated in table 3.2. These results collate information gathered from boroughs on their current approach (March 2018) and for information, this is not a desired or minimum standard.

Table 3.2 Competency and Training London (March 2018)

Staff Level	Borough Summary		
	Formal (Course names)	Informal	Qualifications Recommended
Policy & Decision Makers	<ul style="list-style-type: none"> • Winter Service Practitioners • CDM 2015 	<ul style="list-style-type: none"> • Briefing papers • Regular toolbox sessions • ILM Level 5/7 • CPD • On the job training 	<ul style="list-style-type: none"> • Professional Membership • Civil Engineering degree
Asset Manager / Owner	<ul style="list-style-type: none"> • HMEP Training • Winter Service Practitioners • Risk Training • CDM 2015 • Bridge Station 	<ul style="list-style-type: none"> • LoTAG Technical Group Meetings • South London Consortium • CIPFA HAMP Events • GIS / Data base training • Asset Management System supplier training • Regular toolbox sessions • CPD • On the job training 	<ul style="list-style-type: none"> • Degree, HNC relevant experience
Highway Engineers	<ul style="list-style-type: none"> • NRSWA • City & Guilds (Supervisors) • Winter Service Practitioners • CDM 2015 	<ul style="list-style-type: none"> • Asset Management System supplier training • ILM Level 3 • Regular toolbox sessions • CPD • On the job training 	<ul style="list-style-type: none"> • Degree, HNC relevant experience
Highway Inspectors / Claims Investigator	<ul style="list-style-type: none"> • NRSWA • City and Guilds 6033 Units 301&311 • LANTRA Highway Inspector Training 	<ul style="list-style-type: none"> • Asset Management System supplier training • Regular toolbox sessions • CPD • On the job training 	<ul style="list-style-type: none"> • Relevant experience • National Highways Inspector Register • SWQR Licence
Support Staff		<ul style="list-style-type: none"> • City & Guilds (Supervisors) • NRSWA • Asset Management System supplier training • Regular toolbox sessions • Customer Services Advisors Skills • Microsoft Applications • CPD • On the job training 	<ul style="list-style-type: none"> • English/Maths GCSE or equivalent

3.3. FURTHER TRAINING / COMPETENCIES

3.3.1. To ensure that future training aligns with the Code and associated documents boroughs should consider training that meets the topics covered in the Code as referenced in section 3.1.3.

4. TRAINING RECORDS

4.1. IDENTIFYING TRAINING NEED

- 4.1.1. Staff engaged in managing and delivering the highway service should have suitable training and competency identified relevant to their responsibility. This should be identified for each individual in the team as well as services delivered through third party contractors on behalf of the authority.

The following table shows what this training identification might look like.

Table 4.11 Training need

Example Role	Qualification Examples (or equivalent)	Training Examples ¹								
		1	2	3	4	5	6	7	8	9
Policy and Decision Makers	Degree	✓		✓	✓				✓	
Highway Asset Managers	Chartered Engineer	✓	✓	✓	✓	✓	✓	✓	✓	✓
Highway Engineers	-		✓	✓	✓		✓	✓	✓	
Highway Inspectors	-			✓	✓			✓	✓	
Customer Service Advisors	-			✓	✓					

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1. Management
2. HMEP Asset Management e-Learning
3. Risk Based Approach
4. Risk assessment and analysis,
5. Maintenance planning,

6. Designing and specifying techniques and materials,
7. Safety Inspections
8. Security awareness
9. Winter Service Practitioners

4.2. TRAINING RECORDS

- 4.2.1. Every individual should be able to easily provide access to their training records and demonstrate they are working towards closing any gaps identified. Usually this will be in conjunction with internal appraisals and personal development programmes
- 4.2.2. Training records should recognise it may be necessary to provide evidence of training and competence in any court proceedings against the authority.