

Appendix F

Assessment of Capability and Improvement Action Plan

Measadh den Phlana Gnìomha Comais is Leasachaidh

F Assessment of Capability

Item	Core Capability Area	Competence Requirement Description	Current Capability	Action Proposed (method)	Action Proposed (specific training required)
	Practicing road asset management requires competence in ...	The ability to ...	The council is able to meet this requirement ...	To address the gap is ...	Specific training is required in ...
1	PEOPLE MANAGEMENT	Effectively manage the relationships with the wide range of people within and external to the council who need to be engaged in asset management planning for it to be successful	Fully capable		
2	STRATEGY & BUSINESS PLANNING	Develop appropriate strategies that plan for the longer terms and to translate these plans into short terms programmes	Fully capable		
3	LEGISLATION	Understand and ensure compliance with relevant legislation	Fully capable		
4	BUSINESS MANAGEMENT	Develop relevant policies and to apply appropriate management systems (e.g. ISO 9001 etc)	Fully capable		
5	FINANCIAL MANAGEMENT	Develop and apply financial management practices, including the predictions of long term cost, asset valuation and financial option appraisal (economics)	Partially capable	Training of existing staff	Option appraisal which is carried out by specific staff.
6	INFORMATION MANAGEMENT	Effectively manage the wide range of data that can and should be collected to enable asset management practice to be applied.	Partially capable	Training of existing staff	WDM - training programme required to identify and close gaps in current practice.

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	Practicing road asset management requires competence in ...	The ability to ...	The council is able to meet this requirement ...	To address the gap is ...	Specific training is required in ...
7	DEMAND MANAGEMENT	Understand traffic growth projections (and other pressures on the network e.g. utility activity) and incorporate an assessment of these appropriately into long term plans.	Partially capable	Recruitment of new staff	(To fill existing vacancies.)
8	LEVELS of SERVICE	Creation and ongoing management of a level of service framework that groups together individual performance measures into a coherent and useful collection of LoS statements and measures	No current competence		All aspects.
9	ASSET ACQUISITION	Understand the process for the acquisition of new asset via adoption or creation of new infrastructure by the council, including the assessment of the whole life cost implications of adding new infrastructure to the asset/network	Partially capable	Training of existing staff	Whole Life Cost implications.
10	ASSET OPERATION	Understand and apply standards for the operation of the asset in terms of managing its availability and safety	Fully capable		
11	ROUTINE AND CYCLIC MAINTENANCE	Understand, apply and develop appropriate standards for routine and cyclic maintenance	Partially capable	Training of existing staff	(Opinions will vary across the Areas resulting in different standards being applied) AM to determine standards to be applied? Risk training will be required.

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	Practicing road asset management requires competence in ...	The ability to ...	The council is able to meet this requirement ...	To address the gap is ...	Specific training is required in ...
12	ASSET RENEWAL AND REPLACEMENT	Understand, apply and update methods for the assessment of renewals and replacement of existing assets or asset components	Partially capable	Training of existing staff	Risk management.
13	RISK MANAGEMENT	Appropriately apply the councils corporate risk strategy to the management of the road infrastructure.	Partially capable	Training of existing staff	Ensuring relevant staff are aware of corporate risk strategy.
14	PROGRAMMING & PLANNING	Develop robust plans and programme for both the short and the long term (10 years +)	Fully capable		
15	PROCUREMENT	Identify and apply the most cost effective procurement methods for the goods and services required to deliver the roads service	Partially capable	Training of existing staff	Update in procurement methods available.
16	PERFORMANCE MEASUREMENT	Develop and use a performance management regime that supports the delivery of the roads service in a practical way.	Partially capable	Training of existing staff	
17	CUSTOMER	Manage customer relationships using a formalised systems of measurement, consultation, monitoring and reporting	Fully capable		(Although CRM not available to all staff)

F Improvement Action Plan

The following are improvement actions which were identified through development of the main section of the RAMP document.

IA Number	Action	Proposed Implementation Date	Responsibility
IA R1	Compose asset specific customer survey.	TBC	TBC
IA R2	Develop process to analyse CRM information	TBC	TBC
IA R3	Develop reporting method to utilise results from CRM analysis.	TBC	TBC
IA R4	Agree sample of data to monitor traffic growth pan Highland.	TBC	TBC
IA R5	Assess if sample pedestrian usage figures are required for the whole network.	TBC	TBC
IA R6	Develop levels of service.	TBC	TBC
IA R7	Produce long term cost estimations as data becomes available.	TBC	TBC
IA R8	Develop a formal process for setting levels of service.	TBC	TBC
IA R9	Link levels of service to the budget process.	TBC	TBC
IA R10	Set level of service targets.	TBC	TBC
IA R11	Review budget headings.	TBC	TBC
IA R12	Review maintenance and renewal frequencies.	TBC	TBC
IA R13	Develop formal process to review roads risk register.	TBC	TBC
IA R14	Develop roads risk register.	TBC	TBC

Table F-2 RAMP Improvement Actions