

2017 Corporate Plan

Approved March 2018



Risk Management Authority

PURPOSE

Make Scotland safer by setting the standard for risk practice to reduce reoffending and the harm that it causes

STRATEGIC AIMS

The RMA will advance evidence-based, effective and ethical risk practice

The RMA will support partner agencies to deliver evidence-based, effective and ethical risk practice

The RMA will work with partner agencies to evaluate the quality and impact of risk practice

APPROACH

Standard setting: we provide the Standard for risk practice and produce guidelines that support their achievement

Research: we review national and international research and developments to ensure that practice is underpinned by current evidence

Guidance: we provide guidance on the preparation, implementation and review of risk management plans

Accreditation: we accredit assessors with expertise in assessing risk of serious harm, and accredit methods of risk assessment and management

Engagement: we engage with partners to promote the Framework for Risk Assessment, Management and Evaluation

Learning: we disseminate knowledge to practitioners to support the development of expertise in risk assessment and management practice

Quality Assurance: we strengthen the implementation of initiatives and enhance the standard of practice through our support to quality assurance initiatives

Evaluation: we review the effectiveness and impact of risk practice, supporting agencies in their self-evaluation processes

OUTCOMES

Risk management is supported by an appropriate level of risk assessment

Risk assessments are conducted in an evidence-based, structured manner

Risk management plans are implemented and reviewed routinely, and in response to change

Changes in the level of restrictions or interventions are justified and supported by a suitable assessment of risk

Risk management measures are tailored to the needs of the individual

Agencies work together in the assessment and management of risk

Methods of evaluation are employed to assure the quality and impact of assessment and management practice

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Introduction

The RMA's vision is a shared framework that promotes defensible and ethical risk assessment and management practice that is proportionate to risk, legitimate to role, appropriate for the task in hand, and is communicated meaningfully.

Risk practice is constantly evolving. Developments in how risk is assessed and managed have informed many changes to practice in Scotland, with a much greater consistency of approach across justice agencies and initiatives that are implemented with integrity.

The RMA is proud of the key role we have played in this process and is committed to going further. Over the past ten years, the RMA has strived to enhance risk practice in Scotland, collaborating with partners to develop standards and provide the foundations for assessment and management across the criminal justice field. In more recent years, the RMA has evolved to develop a broad, generally applicable framework for consistent and defensible practice, underpinned by a common language of risk. We call this the Framework for Risk Assessment, Management and Evaluation: FRAME.

While it is beneficial to look back and gather learning from our experiences, the purpose of this Corporate Plan is to look forward – we will take our past achievements and build upon them, and at the same time we will identify innovations that move practice even further ahead, bringing these elements together to shape our strategic direction for the future. A significant part of this strategy is to realise all of the benefits of FRAME; much has been done but there is much more to do, and we embrace this fully.

The RMA's Corporate Plan identifies a clear and unambiguous purpose, it states the aims we will work towards and the methods we will employ to achieve them.

The key tenets of our strategy are:

- **Develop:** We will advance evidence-based, effective and ethical risk practice through our work to set standards, produce guidelines, review research, and develop the framework for practice.
- **Implement:** We will work with partner agencies to deliver practice through promotion of our framework, the delivery of learning and training opportunities, the provision of advice and guidance and by supporting the implementation of initiatives.
- **Evaluate:** We will evaluate the quality and impact of risk practice, reviewing effectiveness through quality assurance to record outcomes and identify opportunities for continuous improvement.

The RMA recognises the importance of our role and the contributions we make to Justice in Scotland: Vision and Priorities. The RMA's strategies have direct links to 'Scotland Performs' national outcomes, justice outcomes and priorities

The RMA also seeks to support broader Scottish Government's priorities such as '50/50 by 2020' gender equality and to the need for effective succession planning to maintain diversity of our board in compliance with the Public Sector Equality Duty. We are also committed to increasing learning and understanding about diversity by participating in a research project that is being undertaken by Scottish Government and the Commissioner for Ethical Standards in Public Life in Scotland.



David Crawford
Convener



Yvonne Gailey
Chief Executive

Who we are and what we do

Our duties focus on protecting the public by ensuring that robust and effective risk assessment and risk management practices are in place to reduce the risk of serious harm posed by violent and sexual offenders.

This involves working with partners to promote effective practice, drawing evidence from national and international research and development programmes to improve risk assessment and risk management throughout Scotland.

A key element of our work is to assure the quality of practice in the risk assessment and management of offenders subject to an Order for Lifelong Restriction (OLR).

We are a Non-Departmental Public Body established in 2005 by the Criminal Justice (Scotland) Act 2003.

The RMA is sponsored by the Scottish Government Community Justice Division and operates to an agreed structure known as a Sponsorship Framework.

The Risk Management Authority's Statutory Functions are provided at Appendix A.



The Board of the RMA is responsible for setting our strategic direction and, together with the RMA Chief Executive, ensures that Best Value is achieved through efficient use of resources.

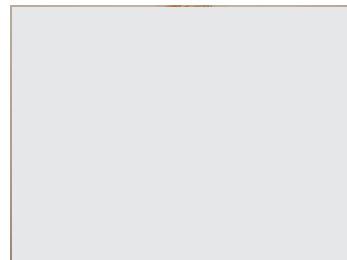
The RMA Board has a Convener, Mr David Crawford, and seven other members.



Mr David Crawford



Dr Aileen Burnett



Ms Michelle Gilluley



Mr Terry Powell



Mr Chris Hawkes



Mr Stephen Swan



Ms Jane Davey



Mr Stephen McAllister

Purpose

Make Scotland safer by setting the standard for risk practice to reduce reoffending and the harm that it causes.

Through our work we have gained national and international recognition as a centre of excellence and a source of expertise and practical guidance in the assessment and management of risk posed by serious offenders.

The themes of our corporate strategy were developed in consideration of:

- The RMA's duties under the Criminal Justice (Scotland) Act 2003.

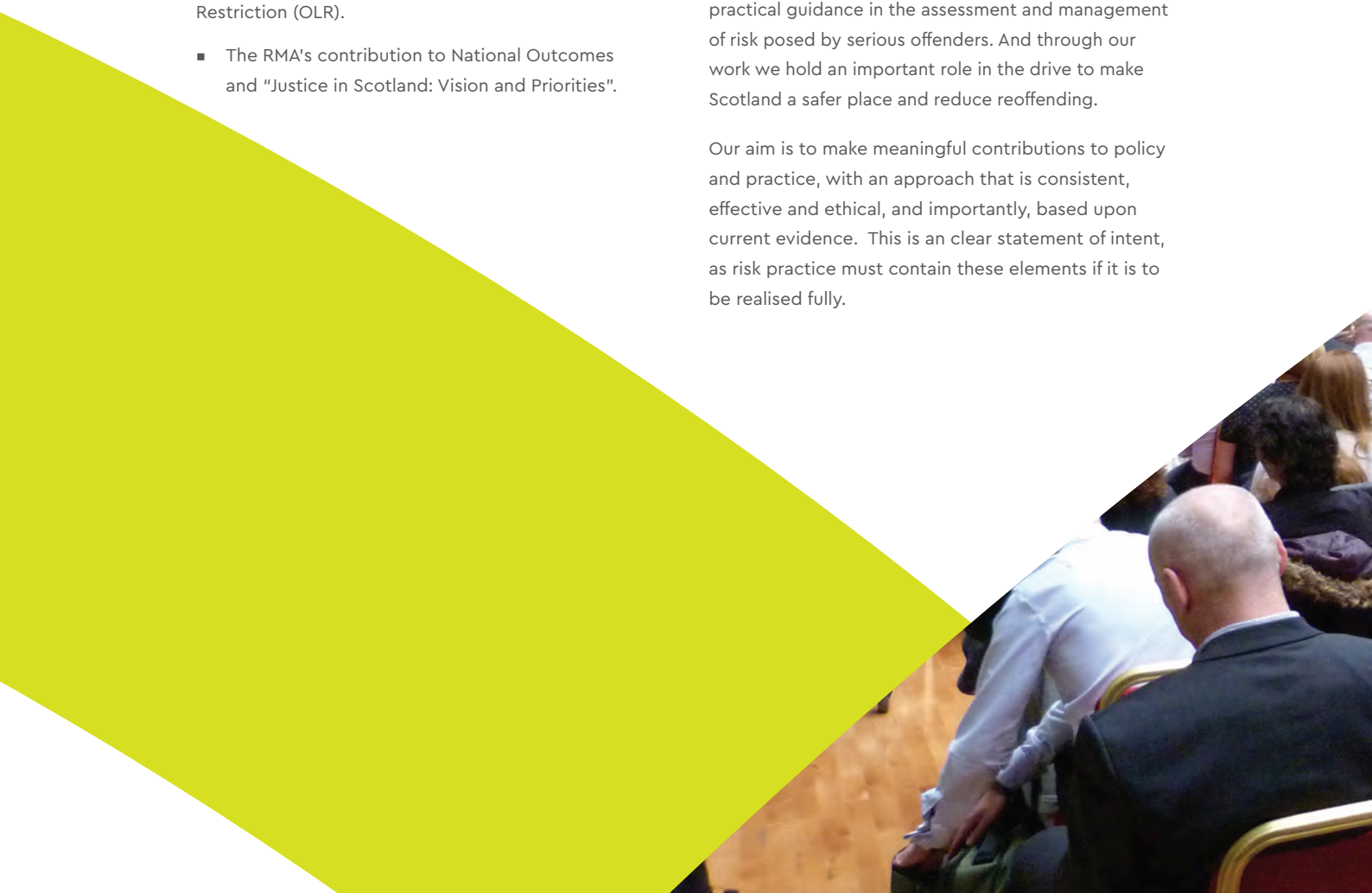
The Criminal Justice (Scotland) Act 2003 sets out the RMA's statutory functions, which are primarily the promotion of effective practice, the setting of standards and guidelines, and a specific responsibility to provide the standards, accreditation and approval processes that support the Order for Lifelong Restriction (OLR).

- The RMA's contribution to National Outcomes and "Justice in Scotland: Vision and Priorities".

Scotland Performs national outcomes " include living lives safe from crime, disorder and danger; with public services that are high quality, continually improving, efficient and responsive. "Justice in Scotland: Vision and Priorities identifies the importance of ensuring proportionate, just and effective rehabilitation; and on using prison as a last resort to address offending and protect the public while encouraging reintegration.

The Purpose developed by the RMA responds to these challenges, making clear that our meaningful contribution as a public body is focussed on our contribution to public safety through the promotion and development of proportionate, ethical, evidence-based and effective risk practice. Through our work we have gained national and international recognition as a centre of excellence and a source of expertise and practical guidance in the assessment and management of risk posed by serious offenders. And through our work we hold an important role in the drive to make Scotland a safer place and reduce reoffending.

Our aim is to make meaningful contributions to policy and practice, with an approach that is consistent, effective and ethical, and importantly, based upon current evidence. This is an clear statement of intent, as risk practice must contain these elements if it is to be realised fully.





Foundations

The RMA's strategy is underpinned by the delivery of FRAME:
The Framework for Risk Assessment, Management and Evaluation.

FRAME encapsulates the work of the RMA, in that it seeks to establish the consistent, shared framework that promotes risk assessment and management practice that is proportionate to risk, legitimate to role, appropriate for the task in hand, and is communicated meaningfully.

FRAME was developed by the RMA working in partnership with Scottish criminal justice agencies. It is based on current thinking about best practice, and has been adopted as Scottish Government policy. It is an ambitious programme of change that yields specific benefits.

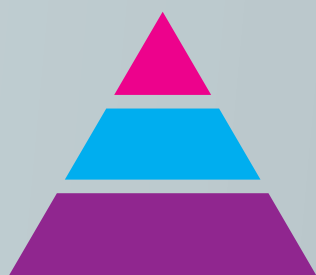
Through the delivery of this corporate plan, the RMA outlines the approach we will take to support partner agencies and help them realise the benefits of FRAME. The framework impacts upon and leads to improvement in practice at all levels of risk of harm, meaning all partner agencies can benefit from its application.

In real terms, we will support agencies to deliver services through the development of Standards and Guidelines; by reviewing current research and evidence; creating learning opportunities, events and training; through promotion of knowledge bases; and by fulfilling a lead role in collaborative working practices and quality assurance.

Before 2006 there was no consistent approach to risk assessment and management practice across Scotland. The inception of the RMA as a public body changed that, with the RMA acting upon the recommendations of the MacLean Committee Report on Serious Violent and Sexual Offenders to develop a framework for practice that could be applied generally to individuals of all risk levels.

To achieve consistency in the way agencies assess, manage and evaluate the risk presented by offending behaviour, FRAME establishes agreed values, a structured practice process, shared practice standards and a common language of risk. Acknowledging the uncertainty of risk and the challenges inherent in managing it, FRAME proposes a rights-based and evidence-informed approach to risk practice which will facilitate appropriate and meaningful risk assessment and management across a range of agencies and offender groups.

The introduction of FRAME has contributed real benefits to risk practice in Scotland. This influence includes consistent practice across MAPPA, with guidance, document set and multi-agency risk management plan format developed in alignment with FRAME; the development of the LS/CMI in Scotland, which is delivered across criminal justice social work and prison settings; the management of processes for offenders subject to an Order for Lifelong Restriction; and the delivery of risk practice training for social workers, MAPPA chairs and police staff. The RMA was instrumental in delivering these outcomes, and all were underpinned by the consistent framework for risk practice that is FRAME.



FRAME

Full details on FRAME are contained within the FRAME policy paper, available on our website at www.rmascotland.gov.uk. FRAME identifies core elements which should apply to practice across all agencies:

The Foundations

The Foundations establish the values which underpin our work and inform our approach to risk practice.

Their purpose is to ensure that practice is grounded in a clear understanding of the nature and place of risk within our work, is governed by a commitment to human rights and an individualised approach, and is characterised by the pursuit of transparency, inclusion and on-going improvement.

The Guiding Principles

Propose a proportionate, collaborative approach which is informed by up-to-date evidence, and prioritises the balancing of rights.

These principles serve as a fixed point by which we can navigate our way through the complexities of risk practice.

The Language of Risk

Establishes a set of core definitions on which the key agencies are agreed, and encourages the meaningful use of terms in order to avoid misunderstanding, and misinterpretation when communicating about risk.

Descriptions of risk need to be clear and unambiguous if they are to effectively inform the decisions and actions regarding the assessment and management of risk.

The Practice Standards

Identify the core elements that should be common to risk practice. These standards build on the foundations, principles and language to set a bench-mark for effective practice.

They provide a means to direct decision-making, evaluate and reflect on work within individual cases, and design and review organisational structures and policies regarding the assessment and management of risk.



Strategic aims

The RMA's purpose is broken down into three strategic aims. The Aims outline the three stages of the RMA's work to support risk practice in Scotland.

The Aims outline the three stages of the RMA's work to support risk practice in Scotland, whereby we **develop** practice through innovation, research and standard setting; we support and **implement** practice through our collaboration with criminal justice partners, helping them to provide effective and meaningful services; and we seek to **evaluate** practice, so that services are continuously enhanced, improved and delivered to a high standard.

Aim 1

The RMA will advance evidence-based, effective and ethical risk practice.

Under this Aim, the RMA will lead and guide partner agencies by setting out what best practice looks like, what it involves and what must be considered. For risk practice to evolve and develop it must be based on evidence, taking account of practitioner expertise and research studies. Aim 1 seeks to build practitioner confidence in the approach to risk practice.

Aim 2

The RMA will support partner agencies to deliver evidence-based, effective and ethical risk practice.

Setting the standard in itself is just the beginning: how that practice is delivered and supported has a significant impact on the effectiveness of plans, making this of high importance to our work.

Aim 3

The RMA will work with partner agencies to evaluate the quality and impact of risk practice initiatives.

Practice is improved by learning from past actions, and using that learning to continuously enhance and get best value from our resources.

This Aim focusses on evaluating the implementation of initiatives, programmes and training, in order to demonstrate benefits and build assurance. This Aim fosters an approach that is adaptable and responsive, allowing the RMA and partner agencies to measure the effectiveness and impact of developments upon real world practice.



Approach

The RMA's approach sets out the tasks and activities that we undertake on a daily basis to support the delivery of our purpose and aims.

The Criminal Justice (Scotland) Act 2003 provides a clear list of functions that the RMA is to provide, including:

- Promote effective practice
- Compile and review research and development
- Provide advice and recommendations
- Set standards and issue guidelines
- Publish the form of risk management plans
- Approve risk management plans and review their implementation
- Administer schemes of accreditation
- Provide education and training

Our approach has eight elements, and is based closely upon these statutory functions, making it clear that our work is aligned to our policy intent.

Through this approach, the RMA makes a positive contribution to risk practice in Scotland and contributes to the achievement of our purpose and strategic aims.

Effective partnership working with criminal justice agencies is the key mechanism by which the RMA will deliver this corporate strategy, hence we will continue to increase and enhance the scope of our existing relationships with Scottish Government, Criminal Justice Social Work, Police Scotland, the Scottish Prison Service, the Judiciary and others.

Annual business plans outline the specific activities and business objectives that the RMA will undertake, alongside relevant performance targets and indicators. Progress on business plan activities against performance targets is monitored throughout the year and reviewed on a regular basis by the RMA Board.

Standard setting

We provide the Standard for risk practice and produce guidelines that support their achievement.

Guidance

We provide guidance on the preparation, implementation and review of risk management plans.

Accreditation

We accredit assessors with expertise in assessing risk of serious harm, and accredit methods of risk assessment and management.

Engagement

We engage with partners to promote the Framework for Risk Assessment, Management and Evaluation.

Research

We review national and international research and developments to ensure that practice is underpinned by current evidence.

Quality Assurance

We strengthen the implementation of initiatives and enhance the standard of practice through our support to quality assurance initiatives.

Evaluation

We review the effectiveness and impact of risk practice, supporting agencies in their self-evaluation processes.

Learning

We disseminate knowledge to practitioners to support the development of expertise in risk assessment and management practice



Outcomes

The RMA's corporate strategy is closely aligned to the delivery of the Framework for Risk Assessment, Management and Evaluation: FRAME.

FRAME seeks to bring consistency to the way in which agencies assess, manage and evaluate the risk presented by offending behaviour. FRAME also articulates the benefits of this approach, outlining the specific elements that effective practice involves.

So what would success look like? The realisation of FRAME across criminal justice agencies in Scotland would see the achievement of the following outcomes:

- Risk management supported by an appropriate level of risk assessment
- Risk assessments conducted in an evidence-based, structured manner
- Risk Management Plans implemented and reviewed routinely, and in response to change
- Changes in the level of restrictions or interventions justified and supported by a suitable assessment of risk

- Risk management measures tailored to the needs of the individual
- Agencies working together in the assessment and management of risk
- Methods of evaluation employed to assure the quality and impact of assessment and management practice

Risk Practice that contains all of these elements, which is delivered across Scotland's justice agencies, is what the RMA strives to promote and support.

In summary, the RMA's corporate strategy sets the outcomes we will work towards and identifies the pathway we will follow to achieve them – through this plan we outline our Aims, which are to Develop, Implement and Evaluate risk practice. Our Approach lists the activities we will undertake to support those Aims, including standard setting and research, guiding and engaging with partners, disseminating learning; and evaluating the effectiveness and impact of activities upon real world practice. Lastly, we will analyse the results of those activities and record the contributions they make against our Outcomes.



National outcomes and priorities

While the RMA's statutory functions are specific to improving practice in relation to the assessment and management of risk of serious harm, we ensure that our approach aligns with broader national policy and strategy.

This corporate plan, as the previous, has been prepared in the light of the current Scottish Government justice strategy; in this corporate plan we seek to align with the recently published Justice in Scotland: Vision and Priorities, specifically:

We live in safe, cohesive and resilient communities

Effective risk practice protects the public from those who pose specific risks, and contributes to reducing reoffending, and so builds public confidence in justice institutions.

Prevention and early intervention improve wellbeing and life chances

Prevention is aim of risk assessment and management; and effective risk practice improves the wellbeing and life chances of members of the public by seeking to reduce the likelihood or impact of offending. Risk management efforts that balance rehabilitative and restrictive measures appropriately and proportionately improve the life chances of potential victims and those who offend.

Our system and interventions are proportionate, fair and effective

All our published standards promote the principles of proportionality, the balancing of rights and evidence-based practice to enhance effectiveness.

We deliver person-centred, modern and affordable public services

All our published standards promote an individualised approach, requiring that risk management plans are tailored to the risks, needs and strengths in each case. Our standards and business processes are continuously reviewed in light of evidence to ensure that they are up-to-date and efficient. We develop and provide high quality training and support to practitioners to promote a confident and professional workforce.

In contributing to those outcomes we will focus on initiatives that support risk assessment that accurately identifies those who pose a risk of serious harm to others, and leads to proportionate, just and effective rehabilitation; and on developing approaches that encourage alternatives to custody, and effective recovery and re-integration when the use of prison is unavoidable.

We will also take every opportunity to identify promising approaches or develop new methods to meet emerging challenges in the field of risk assessment and management. We will take forward research and development to promote proportionate, fair and effective assessment and management of those who offend online. In addition we will endeavour to harness existing and emerging knowledge and develops in the fief of terrorism/violent extremism.

Contributions to National Outcomes and Priorities

National Outcomes	We live our lives safe from crime, disorder and danger		Our public services are high quality, continually improving, efficient and responsive to local people's need	
Justice Outcomes	We live in safe, cohesive and resilient communities	Prevention and early intervention improve wellbeing and life chances	Our systems and interventions are proportionate, fair and effective	We deliver person-centred, modern and affordable public services
Priorities	We will work to quickly identify offenders and ensure responses are proportionate, just, effective and promote rehabilitation		We will use prison only where necessary to address offending or to protect public safety, focusing on recovery and reintegration	
RMA Purpose	Make Scotland safer by setting the standard for risk practice to reduce reoffending and the harm that it causes			
Strategic Aims	The RMA will advance evidence-based, effective and ethical risk practice	The RMA will support partner agencies to deliver evidence-based, effective and ethical risk practice		The RMA will work with partner agencies to evaluate the quality and impact of risk practice
Outcomes	Risk management is supported by an appropriate level of risk assessment Risk assessments are conducted in an evidence based, structured manner Risk management plans are implemented and reviewed routinely, and in response to change Changes in the level of restrictions or interventions are justified and supported by a suitable assessment of risk Risk management measures are tailored to the needs of the individual Agencies work together in the assessment and management of risk Methods of evaluation are employed to assure the quality and impact of assessment and management practice			

Financial statement

The Risk Management Authority is financed through Grant-in-Aid from the Scottish Government Criminal Justice Directorate.

The Scottish Ministers are answerable to the Scottish Parliament for the Risk Management Authority and are responsible for making financial provision to meet the Risk Management Authority's needs.

The Risk Management Authority operates to an agreed structure known as a Sponsorship Framework. It sets out:

- the RMA's overall aims, objectives and targets in support of the Scottish Ministers' wider strategic aims;
- the rules and guidelines relevant to the exercise of the RMA's functions;
- the conditions under which any public funds are paid to the RMA, and
- how the RMA is to be held to account for its performance.

The Chief Executive, Ms Yvonne Gailey, is the Accountable Officer for the Risk Management Authority. The Accountable Officer is responsible for the propriety and regularity of the public finances and for the keeping of proper records and for safeguarding the Risk Management Authority's assets.

The Risk Management Authority publishes annual

reports and accounts, which outline our income and expenditure, recognised gains and losses, and cash flows for each financial year. The annual accounts of the Risk Management Authority are audited by an auditor appointed by the Auditor General for Scotland in accordance with Section 13 (c) of the Criminal Justice (Scotland) Act 2003.

The RMA complies with the duty of Best Value and has developed a self-evaluation system to monitor continuous improvement and identify efficiencies. A best value report is reviewed by the RMA Audit Committee each year.

The RMA has generated substantial efficiencies in the course of the previous corporate plan by reviewing and refining working practices in relation to the evaluation of annual implementation reports. We are currently concluding a further major endeavour to increase effectiveness and efficiency in the RMP approval process which will be implemented in 2018. Both are significant areas of work and these efforts to review and refine them demonstrate our commitment to Best Value and in the interests of continuous improvement will be subject to on-going review throughout in coming years.

The RMA currently receives a core grant of £985,000 which resources the employment of 14 staff, who report to a publicly appointed board constituted of 8 members. The allocation of current funding is detailed in Fig A.

RMA CORE GRANT 2016-17	£
Staff Salaries	679,784
Board Salaries	52,307
Recruitment & Development	15,000
Travel & Subsistence	23,000
Total Staffing Costs	770,091
Accommodation	89,350
IT & Telecoms	54,008
Total Accommodation & Infrastructure	143,358
Professional Fees	31,600
Administration	27,951
Total Administration Costs	59,551
Research Work	10,000
Assessor Development	2,000
Total Development & Delivery	12,000
Total Operating Costs	985,000

Our record

The corporate planning period 2013 to 2016 saw a number of key achievements delivered:



LS/CMI national report published to support the development of self-evaluation, quality assurance measures and service planning across Scotland.



Consistent Risk Management Plan format adopted across Criminal Justice Social Work, MAPPA and the OLR.



Updated Standards and Guidelines for Risk Management published, for the active and alert risk management of those who pose a risk of serious harm and individuals subject to an Order for Lifelong Restriction.



Cohort of Assessors accredited by the RMA maintained to assist the High Court in its consideration of OLR sentencing.

350

350 Criminal Justice Social Workers, MAPPA Chairs and Police staff trained in the Fundamentals of Risk Practice.



61

New online version of RATED produced, evaluating 61 Risk assessment tools, with new sections added on diagnostic/personality assessments, treatment readiness and responsivity (Risk Assessment Tools Evaluation Directory).



Normative data gathered from 31 local authorities and research conducted to inform an international study on the LS/CMI.



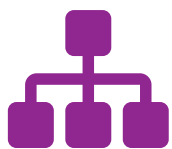
Evaluation report published on the implementation of Stable and Acute 2007 in Scotland



Seminars delivered to support the improvement initiatives of Stable and Acute 2007.

140

Annual evaluations conducted on the effective implementation of 140 risk management plans for OLR offenders.



Contributions made to the implementation of the Moving Forwards Making Changes programme for sexual offenders, with quality assurance, evaluation and clinical support provided by the RMA.

Appendix

RMA statutory functions

Part 1 of the Criminal Justice (Scotland) Act 2003 Risk Assessment and Minimisation (Accreditation) Scheme (Scotland) Order 2006.

Policy and Research

Section 4(a) the RMA is to

- compile and keep under review information about the provision of services in Scotland;
- compile and keep under review research and development;
- promote effective practice; and
- give such advice and make such recommendations to the Scottish Ministers as it considers appropriate.

Section 4(b) the RMA may

- carry out, commission or co-ordinate research and publish the results of such research; and
- undertake pilot schemes for the purposes of developing and improving methods.

Guidelines and Standards

Section 5 The RMA is to

- prepare and issue guidelines as to the assessment and minimisation of risk; and
- set and publish standards according to which measures taken in respect of the assessment and minimisation of risk are to be judged.

Risk Management Plans

Section 6 (5)

- The RMA is to specify and publish the form of risk management plans.

Section 6(6)

- The RMA may issue guidance (either generally or in a particular case) as to the preparation, implementation or review of any risk management plan.

Section 8(4)

- To approve or reject risk management plans.

Section 9

- To consider the implementation of risk management plans by the Lead Authority.
- The Lead Authority is to report annually as to the implementation of the risk management plan.

Accreditation, Education and Training

Section 11(1)

- The RMA has a duty to accredit any manner of assessing and minimising risk and accreditation of any person having functions in assessment and minimisation of risk.

Section 11 (2b)

- The RMA may provide, or secure the provision of, education and training in relation to the assessment and minimisation of risk for any person having functions in that regard.

Glossary

ACRONYM	FULL TERM	DEFINITION
CJSW	Criminal Justice Social Work	Criminal Justice Services whose purpose is to achieve a reduction in re-offending, increase social inclusion of former offenders and support victims of crime.
FRAME	Framework for Risk Assessment, Management and Evaluation	RMA-developed consistent, shared framework that promotes risk assessment and management practice that is proportionate to risk, legitimate to role, appropriate to the task in hand, and is communicated meaningfully.
LS/CMI	Level of Service / Case Management Inventory	Risk Assessment and Case Management system.
MAPPA	Multi Agency Public Protection Arrangement	Community management of offenders.
NDPB	Non-Departmental Public Body	A public organisation that is self-governing but accountable to and funded by Government.
OLR	Order for Lifelong Restriction	Sentence providing for lifelong management of high risk violent and sexual offenders. Requires implementation and review of an RMA approved risk management plan for offenders in custody and in the community. Includes a punishment part, spending a minimum period in secure custody.
RATED	Risk Assessment Tools Evaluation Directory	RMA-developed audit of risk assessment tools.
RMP	Risk Management Plan	Required by law for an offender subject to an OLR, approved by the RMA. A Risk Management Plan is prepared by the lead authority.
S&G	Standards and Guidelines	Standards and Guidelines prepared and issued by the RMA, according to which measures taken in respect of the assessment and management of risk are to be judged.



Risk Management Authority

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