

2018-19  
Business Plan



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		
<b>RMA PURPOSE</b>	<b>Make Scotland safer by setting the standard for risk practice, to reduce reoffending and the harm that it causes</b>				
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 Research		Guidance Accreditation Engagement Learning		Quality Assurance Evaluation
OPERATIONAL OBJECTIVES 2018-19:	Development of assessment methods Support to national initiatives LS/CMI training		Support to LS/CMI practitioners Risk Practice training RATED Accreditation: evaluations and decisions Approval of RMPs		Evaluate impact of RMA contribution to effective risk practice Annual implementation reviews of RMPs
STRATEGIC OBJECTIVES 2018-19:	Research: Internet Offending:		Publication: Standards and Guidelines for Risk Assessment Report Writing		Training: Develop risk practice training for the Scottish Prison Service
CONTINUOUS IMPROVEMENT	RMP Approval Process	Case Management System	OLR Annual Implementation	Data Protection	Cyber Resilience

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# Introduction

The duties of the Risk Management Authority (RMA) focus on protecting the public by setting the standard for risk practice, to reduce reoffending and the risk of serious harm posed by violent and sexual offenders in Scotland.

Our work involves advancing evidence-based, effective and ethical risk practice, working closely with justice partners to develop and assist in the delivery of practice that is proportionate to risk, legitimate to role, appropriate to the task in hand, and is communicated meaningfully.

The RMA is a Non-Departmental Public Body established by the Criminal Justice (Scotland) Act 2003, and sponsored by the Scottish Government Community Justice Division.

Our Corporate Plan contains a set of strategic aims that have been developed in alignment with our statutory functions. These strategies recognise the importance of the RMA's role and the contributions we make to National Outcomes and 'Justice for Scotland: vision and priorities'. Through our actions we seek to offer practical contributions to justice partners in their delivery of risk assessment and risk management practice, to achieve the shared goal of making Scotland safer.

# Structure

The RMA Business Plan 2018-19 contributes to the achievement of our Corporate Plan's Purpose and Strategic Aims. The plan defines our operational objectives for the year, our strategic objectives, the themes we will focus on to identify efficiencies and areas for continuous improvement; our key performance indicators and financial budget.

## Links to RMA Corporate Strategy

Our Strategic Aims are:

### Strategic Aim 1:

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

We develop practice through our work to set standards, produce guidelines, review research, and develop the framework for practice.

### Strategic Aim 2:

The RMA will support partner agencies to deliver risk practice

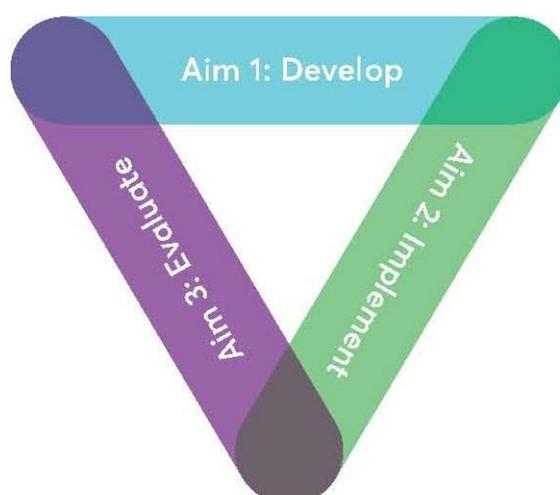
We support practice through learning and training opportunities, the provision of advice and guidance and our support to the implementation of initiatives.

### Strategic Aim 3:

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

We evaluate by reviewing effectiveness and undertaking quality assurance processes to record outcomes and identify opportunities for continuous improvement.

The three strategies interlink, and demonstrate how the RMA seeks to continuously Develop, Implement and Evaluate risk practice in Scotland:



These strategies also recognise the importance of the RMA's role and the contributions we make to National Outcomes and the Justice Strategy for Scotland. We remain committed to the Scottish Government's priorities in relation to '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.

Our corporate Approach to achieving our Purpose and Strategic Aims has eight elements, and is based upon the statutory functions outlined within the Criminal Justice (Scotland) Act 2003, thus making clear that our work is closely aligned to our policy intent:

**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

The business plan serves as a live working document for members and staff; progress on business plan activities against performance targets is monitored throughout the year and reviewed on a quarterly basis by the RMA Board.

# Operational Objectives 2018-19

Aim 1: Develop

Aim 2: Implement

Aim 3: Evaluate

The RMA's Strategic Aims are taken forward by the delivery of day to day operational tasks that support risk practice practitioners across Scotland, including those with responsibilities under the Order for Lifelong Restriction.

Strategic Aim 1	Development of assessment methods	We will continue to provide advice to Police Scotland on the development of the Police Practice model and to the Scottish Prison Service on the assessment of short-term prisoners.
	Support national initiatives to promote effective practice and consistency with FRAME	We will contribute to national development and working groups including the MAPPA Strategy and Development Group; Community Justice Learning Development and Innovation Working Group; Risk Matrix/Stable and Acute Training Coordination Group; SPS Case Management Steering Group; Directorate for Population Health, Mental Health and Protection of Rights Division's Restricted Patients Branch; and the Forensic Network Specific Interests Group.
	Work with Community Justice Scotland to redevelop LS/CMI training	Within the LS/CMI Working Group we will work in partnership with Community Justice Scotland and Social Work Scotland to review and further develop LS/CMI training. This will include consideration of options for the future delivery of IT training, taking account of the Digital Strategy for Justice.
Strategic Aim 2	Fundamentals of Risk Practice training	In conjunction with Police Scotland we will co-deliver two training courses for Offender Management Officers.  In collaboration with Criminal Justice Social Work Services we will deliver three training courses for Justice Social Workers.

	<p>Support to LS/CMI practitioners</p>	<p>We will support mentors by further developing our methods of engagement and responding to requests for advice to promote effective application and implementation. We will also develop a sustainability plan for this support.</p> <p>We will coordinate the national change management process with 100+ mentors to ensure requirements are identified, reviewed and implemented within the LS/CMI Working Group and Change Board. Working with the Scottish Government and IT developers, we will provide advice on the future development of the system.</p> <p>We will produce an annual evaluation of LS/CMI data and a report on application within custodial establishments to support quality assurance of the method. The RMA will also continue to work with colleagues in the Scottish Government Justice Analytical Services to produce reconviction data.</p>
<p>Strategic Aim 3</p>	<p>Risk Assessment Tools Evaluation Directory (RATED)</p> <p>Applications for further period of accreditation: evaluations and decisions</p> <p>Approval of initial risk management plans for those sentenced to an OLR</p> <p>Approval of amended risk management plans</p>	<p>We will continue to update RATED and document new and emerging tools to provide a summary of the empirical evidence on each assessment included in the directory.</p> <p>We anticipate 5 applications for further accreditation will be received from current assessors.</p> <p>We anticipate approximately 15 initial risk management plans will be submitted by Lead Authorities for RMA approval during 2018-19.</p> <p>Amended risk management plans are submitted by Lead Authorities to the RMA where there is a significant change, for example progression through the prison system to open conditions. We forecast the number of amended plans submitted during 2018-19 will be in the region of 25.</p>
	<p>Evaluate impact of RMA contribution to effective risk practice</p> <p>Annual review of implementation of risk management plans</p>	<p>We will develop logic models to evaluate our contribution to risk practice and to inform future development priorities.</p> <p>We expect to review approximately 170 annual implementation reports on OLR risk management plans during 2018-19.</p>

# Strategic Objectives 2018-19

During 2018-19 the RMA will seek to advance risk practice and make contributions to our Strategic Aims through the following development objectives:

## Research: Internet Offending

[ Strategic Aim 1: The RMA will advance evidence-based, effective and ethical risk practice ]

[ Approach: **Research**. We review national and international research and developments to ensure that practice is underpinned by current evidence ]

The Joint Thematic review of MAPPA in Scotland identified a need for practice guidance on the assessment of risk posed by internet offenders (HMICS, 2015).

In 2017 the RMA commenced a large scale exploration of the evidence available on the assessment of those who have been convicted of online sexual offences, including risk instruments available. Drawing on the findings of the literature review, we will present interim recommendations for the development of a practice model in June 2018.

The RMA will also scope a long term study to further our knowledge of online sexual offenders in Scotland, considering the characteristics of those convicted of online sexual offences in Scotland. This will examine LS/CMI and reconviction data to provide an evidence base to the proposed approach in Scotland.

## Publication: Standards and Guidelines for risk assessment report writing

[ Strategic Aim 1: The RMA will advance evidence-based, effective and ethical risk practice ]

[ Approach: **Standard setting.** We provide the Standard for risk practice and produce guidelines that support their achievement ]

Standards and Guidelines for Risk Assessment Report Writing are developed to support the quality of reports produced by accredited assessors for the High Court.

Standards and Guidelines were originally published in 2006 and updated again in 2013. During 2016-2017 the RMA undertook an extensive review of the Standards and Guidelines for Risk Assessment. Drawing on advances in the field of risk formulation and learning from application since 2006, the RMA have now developed the Standards and Guidelines for Risk Assessment Report Writing.

We will undertake a consultation with key partners to further inform development of Standards and Guidelines for Risk Assessment Report writing, leading to publication in 2018.

## Training: Develop risk practice training for the Scottish Prison Service

[ Strategic Aim 2: The RMA will support partner agencies to deliver evidence-based, effective and ethical risk practice ]

[ Approach: **Learning.** We disseminate knowledge to practitioners to support the development of expertise in risk assessment and management practice ]

The Fundamentals of Risk Practice training is intended to support risk assessment and management practice with individuals who present a risk of serious harm. The training equips practitioners with skills and confidence in applying these principles in practice.

We will continue to develop, deliver and evaluate the Fundamentals of Risk Practice training provided to Justice Social Workers and Police Scotland.

In collaboration with the Scottish Prison Service, we will develop and deliver training for OLR Case Managers and scope the training needs of other staff including Deputy Governors to inform future development work.

Based on self-evaluation methods developed in 2017-2018, the RMA will review use of these to support the implementation of effective practice across the sector.

# Continuous Improvement

As a public body, the RMA seeks to deliver effective working practices that help us to achieve best value. This involves continuously evaluating how we do things both strategically and operationally; reviewing how we deliver services and identifying how we can make best use of our resources so that we can implement efficiencies and improvements.

Revised OLR Risk Management Plan Approval Process	We will introduce a new tiered process for the approval of Risk Management Plans, which involves devolving aspects of the approval process to staff. This robust process will retain RMA Board oversight while making increased use of staff expertise.
Case Management System	A new case management system for OLR records will be implemented, providing enhanced records management and reporting capabilities. The system will streamline operational tasks to allow for more efficient use of resources. System applicability to other business areas will also be explored.
OLR Annual Implementation Review (AIR) process	Over 2018-19 we will conduct a review of the AIR process to identify potential areas for improvement, and consider aspects that would provide added value to the RMA and stakeholders.
Data Protection	We will continue to develop our data protection and records management arrangements to ensure compliance with the General Data Protection Regulation (GDPR), the Data Protection bill and the Law Enforcement Directive (LED).
Cyber Resilience	We will bolster our governance arrangements by implementing the Public Sector Action Plan on Cyber Resilience; and will seek appropriate independent assurance of critical controls (Cyber Essentials certification).

# Key Performance Indicators

The RMA recognises the importance of continually seeking ways to improve how we deliver our functions

The RMA identifies key performance indicators (KPIs) to measure the effectiveness of our service delivery. Reviewing these measures contributes to our management of resources and informs our decision making, helping us to maintain the delivery of services to a high standard.

OLR Risk Management Plans approved in accordance with statutory 9 month timescale	100%
OLR Annual Implementation Reports: completion of initial evaluations within 6 weeks of receipt	85%
Fundamentals of Risk practice training: delegates agree this training adds value to their work	85%
LS/CMI Helpdesk: user satisfaction levels on advice and guidance provided	85%

# Budget 2018-19

The financial budget outlines the key areas of expenditure that will be incurred to support the delivery of the business plan.

	<b>£</b>
<b>Staffing Costs</b>	
Staff Salaries	955,011
Board Salaries	57,200
Recruitment & Development	18,000
Travel & Subsistence	23,000
<b>Total</b>	<b>1,053,211</b>
<b>Accommodation &amp; Infrastructure</b>	
Accommodation	94,850
IT & Telecoms	66,800
<b>Total</b>	<b>161,650</b>
<b>Administration Overheads</b>	
Professional Fees	40,700
Administration	23,000
<b>Total</b>	<b>63,700</b>
<b>Development &amp; Delivery</b>	
Conferences and Seminars	13,500
Research	10,000
<b>Total</b>	<b>23,500</b>
<b>Total Operating Costs</b>	<b>1,302,060</b>
<b>Capital Expenditure</b>	
IT	10,000
<b>Total Balance Sheet Costs</b>	<b>10,000</b>
<b>Total Expenditure Plan</b>	<b>1,312,060</b>

# Glossary

Acronym	Full Term	Definition
<b>AIR</b>	Annual Implementation Reporting	RMA-developed reporting process for Lead Authorities to evidence implementation of approved Risk Management Plans.
<b>CJS</b>	Community Justice Scotland	Public body, established in 2017, whose role centres on continual improvement in Scotland's justice system.
<b>CJSW</b>	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.
<b>FRAME</b>	Framework for Risk Assessment, Management and Evaluation	Shared policy approach to risk practice between criminal justice agencies in Scotland.
<b>GDPR</b>	General Data Protection Regulations	The GDPR is an EU regulation intended to strengthen and unify data protection for all individuals in the EU. It will apply in all EU member states from 25 May 2018.
<b>HMICS</b>	HM Inspectorate of Constabulary in Scotland	Body providing independent scrutiny of both Police Scotland and the Scottish Police Authority (SPA).
<b>LA</b>	Lead Authority	Agency with statutory responsibility for producing risk management plans and reporting annually on the implementation of such plans.
<b>LED</b>	Law Enforcement Directive	The LED complements the GDPR and sets out the requirements for the processing of personal data for criminal law enforcement purposes.
<b>LS/CMI</b>	Level of Service / Case Management Inventory	Risk Assessment and Case Management system for Criminal Justice Social Work.

<b>MAPPA</b>	Multi Agency Public Protection Arrangements	Community management of offenders.
<b>NDPB</b>	Non-Departmental Public Body	A public organisation that is self-governing but accountable to and funded by Government.
<b>OLR</b>	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.
<b>RAR</b>	Risk Assessment Report	Report which assists the High Court in its consideration of whether or not an order for lifelong restriction should be imposed.
<b>RATED</b>	Risk Assessment Tools Evaluation Directory	RMA evaluation of evidence in relation to risk assessment instruments.
<b>RMP</b>	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.
<b>ROSH</b>	Risk of Serious Harm	The likelihood of harmful behaviour of a violent or sexual nature, which is life threatening and/or traumatic, and from which recovery, whether physical or psychological, may reasonably be expected to be difficult or impossible.
<b>SPS</b>	Scottish Prison Service	Public service-led delivery agency which delivers custodial and rehabilitation services.



7 Thread Street  
Paisley  
PA1 1JR  
t.0141 278 4478  
e.info@rmascotland.gsi.gov.uk  
www.rmascotland.gov.uk

Risk Management Authority