

2017-18
Business plan



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Introduction

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

This 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 in 2005 by the Criminal Justice (Scotland) Act 2003, sponsored by the Scottish Government Community Justice Division.

Our Corporate Plan 2016 contains a set of strategic aims that have been developed in alignment with our statutory functions. Through our actions we seek to offer practical contributions to justice partners in their delivery of risk assessment and risk management practice, to make Scotland safer and reduce reoffending.

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. In the coming year 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. This year, we will also pursue accreditation as a Living Wage Accredited Employer. In addition we are pleased to participate in a Scottish Government and CESPLS¹ research project – the Difference that Diversity Makes to Your Board's Governance.

The business plan serves as a live working document for members and staff; milestones and progress against them are discussed at monthly management meetings and quarterly reports presented to the Board.

Plan Structure

The business plan objectives are grouped according to our three strategic aims:

Through Strategic Aim 1 we advance evidence-based, effective and ethical risk practice by our work to set standards, produce guidelines, review research, and develop the framework for practice.

Delivery of Strategic Aim 2 concerns our work with partner agencies to deliver learning and training opportunities, the provision of advice and guidance and by supporting the implementation of initiatives.

¹ Commissioner for Ethical Standards in Public Life in Scotland

With Strategic Aim 3 we will evaluate the quality and impact of risk practice, reviewing effectiveness and undertaking quality assurance processes to record outcomes and identify opportunities for continuous improvement.

Business Plan Objectives: Strategic Aim 1

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

The RMA leads and guides 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.

The following table outlines the objectives set for 2017-18 that will support the delivery of Strategic Aim 1:

Approach	Objective	Description
Standard Setting	Revised Standards & Guidelines for Risk Assessment	We will publish Standards and Guidelines for Risk Assessment. A consultation exercise will be conducted as part of this process and support will be provided to stakeholders to implement changes to practice.
Standard Setting	Workshop for Accredited Assessors	We will deliver a workshop to assessors on changes to the Standards & Guidelines for risk assessment and revised criteria and competencies.
Accreditation	Revision of all elements, documentation, and mechanisms of the accreditation of assessors process	We will review mechanisms that support the appointment of assessors, including competencies and criteria, sifting, interview, report evaluation processes, and legislative requirements.

Engagement and Research	Review of LS/CMI system, content and guidance	We will review the support provided to the application of the LS/CMI, to ensure consistent and up to date content across LS/CMI forms, guidance and system.
Engagement and Research	Internet Offending: Commence research plan to develop risk assessment guidelines	This objective supports the recommendation of the MAPPA thematic inspection's recommendation. We will commence a research project that will include a review of literature on the assessment of internet offenders; a review of currently available and emerging risk assessment tools; and analysis of Scottish data. Advice will be provided to the MAPPA National Strategy Group.
Accreditation and Learning	Develop and deliver a training module for OLR case managers	As part of the RMA's delivery of Risk Practice training, a 1 day course will be developed for SPS OLR Case Managers to support the effective completion of Risk Management Plans and Annual Implementation Reports.
Evaluation	Papers for publication and advice to ministers on application of OLR and recommendations for potential reform	Drawing on OLR and LS/CMI data, RMA experience, and engagement with stakeholders, we will undertake an exploration of 10 years of application of the OLR; submit a paper for publication; and submit an advice paper to Scottish Ministers.
Engagement and Research	Gender-responsive risk/needs assessment	Using LS/CMI data, we will profile risks and needs of female community and custody population; this may support the development of an assessment method to support the policy priorities of a reduction of female prison population and redesign of custodial estate for women.
Standard Setting	Consistency of RMP form	We will review the form and format of Risk Management Plans to maintain consistent multi-agency application across OLR, LS/CMI and MAPPA versions.
Engagement and Research	Support national initiatives to promote effective practice and consistency with FRAME	We will attend national development and working groups to provide advice on level 1 standards; Quality Assurance of RoSH and RMPS; and MAPPA guidance updates.

Business Plan Objectives:

Strategic Aim 2

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

Aim 2 concerns the RMA's support to partner agencies to achieve the standard. 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.

The following table outlines the objectives set for 2017-18 that will support the delivery of Strategic Aim 2:

Approach	Objective	Description
Accreditation	Applications for further period of accreditation: evaluations and decisions	We anticipate approximately five applications for further accreditation from current assessors.
Accreditation	Increase cohort of Accredited Assessors	To ensure there is adequate number of expert assessors available to the High Court, we aim to increase the current cohort of assessors accredited by five.
Accreditation	Induction arrangements for Accredited Assessors	We will develop and deliver an induction course for newly appointed Accredited Assessors.

Evaluation & Guidance	Approval of initial risk management plans for those sentenced to an OLR	We anticipate approximately 15 initial risk management plans will be submitted by Lead Authorities for RMA approval during 2017-18.
Evaluation & Guidance	Annual review of implementation of risk management plans	We expect to review approximately 160 annual implementation reports on OLR risk management plans during 2017-18.
Evaluation & Guidance	Approve amended risk management plans	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 2017-18 will be in the region of 25.
Guidance and Research	Develop systems to enhance management of OLR information	We will implement a new database solution (establishing new systems and processes for recording information) to enhance reporting capabilities on historic and current information.
Guidance	Implement revised RMP process	A revised RMP approval process will be implemented to increase organisational efficiency and effectiveness; delegating elements of the RMP approval process to staff through the introduction of a tiered approach.
Guidance and Research	Support to LS/CMI practitioners:	<p>We will support users by responding to requests for advice and working with mentors to promote effective application and implementation.</p> <p>We will coordinate the national change management process with over 100 mentors to ensure requirements are identified, reviewed and implemented.</p>

Learning	Delivery of Risk Practice training courses	<p>We will deliver 6 risk practice courses to 150 Criminal Justice Social Workers.</p> <p>We will deliver 3 risk practice course to 75 Police staff.</p> <p>We will also deliver an input to Governors, Deputy Governors and MAPPA co-ordinators.</p>
Learning and Research	Update Risk Practice course materials	We will update the Risk Practice Course training materials for both the CJSW and Police courses, drawing upon feedback and evaluations.

Business Plan Objectives:

Strategic Aim 3

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

Aim 3 is about outcomes. By evaluating the implementation of practice, initiatives, programmes and training, we demonstrate benefits and build assurance. This fosters an approach that is adaptable and responsive, and it allows the RMA and partner agencies to measure the effectiveness and impact of developments on real world practice.

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 following table outlines the objectives devised for 2017-18 that will support the delivery of Strategic Aim 3:

Approach	Objective	Description
Quality Assurance	Quality assurance of Risk Assessment Reports	We will quality assure the first reports produced by all newly accredited assessors, and update current systems to provide quality assurance of every third report thereafter.
Quality Assurance	Compile and keep under review application of RAO and OLR	Each Risk Assessment Report will be read on receipt, with key information logged for case management and analysis purposes.

Quality Assurance	Development of quality assurance method of Risk of Serious Harm Assessments and RMPs undertaken in LS/CMI practice process	We will finalise a method of supported self-evaluation with Social Work Scotland to support practitioners and managers in assuring the quality of risk assessments and risk management plans.
Engagement	Development of LS/CMI system reports with Social Work Scotland	We will engage with Social Work Scotland and Community Justice Scotland to consider how the LS/CMI system report may inform planning requirements.
Research and Evaluation	LS/CMI Data: Manage compilation of data set, data sharing agreements and data access requests	We will manage LS/CMI data to produce annual analyses of key information.
Evaluation	Risk Practice training learning evaluation	Having demonstrated valuable learning outcomes in terms of skills and knowledge gain, we will conclude the learning evaluation of the risk practice training by examining the transfer to and impact on practice.
Research	Risk Assessment Tools Evaluation Directory	We will maintain regular reviews of developments and research on risk tools and publish updates periodically.
Research	Review the format of the Risk Assessment Tools Evaluation Directory	We will begin a review of the current format of RATED to inform the future delivery of this resource.
Research	MAPPA extension profiles	We will review the profile of those assessed for inclusion in the extended MAPPA arrangements. This report will provide information about early practice in the identification of appropriate cases; this practice being central to the policy success and a key element of the risk practice course. The report will be presented to the MAPPA National Strategy Group.
Research	Promoting effective risk practice	We will scope a long term study to examine the impact of our work on the effectiveness of practice: development and maintenance of skills and knowledge; and explore the feasibility of studying impact on risk reduction.

Key Enablers

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 operationally; reviewing how we deliver services; and how we can make best use of resources so that we can implement efficiencies and improvements. An important element of this process is the identification of key enablers that support the delivery of our business plan objectives.

The following table outlines the RMA's key enablers for 2017-18

	Enabler	Description
Data Protection	Update data protection arrangements to comply with legislative change effective May 2018	We will review current DP processes to ensure compliance with the forthcoming introduction of the General Data Protection Regulation (GDPR)
Equality	Review current processes for Equality Impact Assessments (EIA) and conduct EIA for key deliverables	We will review our internal processes for assessing equality impact. We will conduct EIAs on RATED; Standards & Guidelines Risk Assessment; Standards & Guideline Risk Management; Risk Practice Course CJSW, Risk Practice Course Police, Risk Practice Course Case Managers, Accreditation Process, OLR Database, and Policy paper to SG on OLR legislation.
Data Protection	Review data sharing agreement covering offenders subject to RAO; and the LS/CMI data sharing agreement	A data sharing agreement covering offenders subject to an RAO is in place to support Assessor access to information and covers several agencies - this agreement is subject to annual review. Preparatory work will also be undertaken on the LS/CMI data sharing agreement, which is subject to review in March 2019.
Licencing	Draft licencing agreements for RMA material	We will seek to protect learning materials developed by the RMA through the implementation of licence agreements.

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.

Key Performance Indicators 2017/18	Measurement
Risk Management Plans approved in accordance with statutory 9 month timescale	100%
Annual Implementation Report feedback letters to Lead Authorities	6 weeks
Training and Learning events: delegate satisfaction survey rating	85%

Budget 2017/18

The financial budget which supports the Business Plan accounts for all expected operating costs and expenditure for the financial period covered by the plan.

		Budget 2017-18
		£
Staffing Costs		
	Staff Salaries	873,000
	Board Salaries	53,000
	Recruitment & Development	15,000
	Travel & Subsistence	23,000
	Total	964,000
Accommodation & Infrastructure		
	Accommodation	96,000
	IT & Telecoms	57,000
	Total	153,000
Administration Overheads		
	Professional Fees	34,000
	Administration	23,000
	Total	57,000
Development & Delivery		
	Conferences and Seminars	6,000
	Total	6,000
	Total Operating Costs	1,180,000
Capital Expenditure		
	IT Software	48,000
	Total	48,000
	Total Expenditure	1,228,000
Funding		
	Grant in Aid	985,000
	Reserves	243,000
	Core Fund Costs	1,228,000

Glossary

Acronym	Full Term	Definition
AIR	Annual Implementation Reporting	RMA-developed reporting process for Lead Authorities to evidence implementation of approved Risk Management Plans
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 structured and shared approach to risk practice that develops and assists in the delivery of practice that is proportionate to risk, legitimate to role, appropriate to the task in hand, and is communicated meaningfully
LA	Lead Authority	Agency with statutory responsibility for producing risk management plans and reporting annually on the implementation of such plans.
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
RAR	Risk Assessment Report	Report which assists the High Court in its consideration of whether or not an order for lifelong restriction should be imposed
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
ROSH	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
SPS	Scottish Prison Service	Public service-led delivery agency which delivers custodial and rehabilitation services



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