

2019-2020  
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	
RMA PURPOSE	<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 2019-20:	Development of OLR Research  Publication of updated version of the Risk Assessment Tools Evaluation Directory (RATED)		Review of quality assurance method with LS/CMI practitioners  Delivery of Risk Practice training  Accreditation of risk assessors  Approval of Risk Management Plans  Delivery of Formulation and Risk Management Plan workshops	Continuous improvement of the Multi Agency Risk Management Plan  Review annual implementation of Risk Management Plans  Measurement of Risk Practice training outcomes
STRATEGIC OBJECTIVES 2019-20:	Conduct review of RMA Research and Development Strategy  Development Project: internet offending		Development and Implementation of an engagement strategy for Local Authorities	
CONTINUOUS IMPROVEMENT	Implementation of OLR Case Management System		Development of a training framework  Establishment of an RMA training facility	Development of project plan to review Accreditation process

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# Introduction

The RMA Business Plan 2019-20 contributes to the achievement of our Corporate Plan's Purpose and Strategic Aims.

Our corporate strategies recognise the importance of the RMA's wider 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.

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 deliver practice that is proportionate to risk, legitimate to role, appropriate to the task in hand, and 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.

# Structure

The RMA Business Plan 2019-20 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

The RMA's 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**

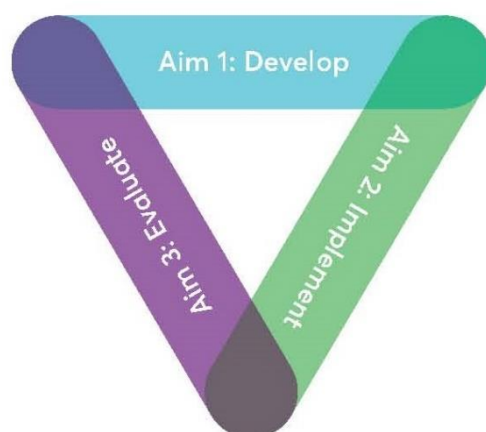
We support practice through learning and training opportunities, the provision of advice and guidance and our support to the implementation of initiatives.

### 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 support national initiatives to promote effective practice and contribute to national development and working groups. The list of groups is provided at appendix A.

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 against business plan activities and performance targets are monitored throughout the year and reviewed on a quarterly basis by the RMA Board.

# Operational Objectives 2019-20

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	<p>Development of OLR Research</p> <p>Publish updated version of the Risk Assessment Tools Evaluation Directory (RATED)</p>	<p>Building upon the implementation of an electronic case management system, the RMA will utilise this enhanced capability to develop data set requirements and report effectively on the management of OLR offenders.</p> <p>The RMA will publish an updated version of RATED and document new and emerging tools, providing a comprehensive summary of the empirical evidence available on each assessment contained within the directory.</p>
STRATEGIC AIM 2	<p>Delivery of Risk Practice training</p>	<p>The RMA delivers a three day training course that provides practitioners with the necessary skills to manage offenders who present a risk of serious harm and are subject to multi agency arrangements.</p> <p>Over the course of 2019-20, we will develop the skills of approximately 100 practitioners through the delivery of the following training plan:</p> <ul style="list-style-type: none"> <li>- In conjunction with Police Scotland, we will deliver two training courses for Offender Management Officers;</li> <li>-In conjunction with Criminal Justice Social Work Services, we will deliver two training courses for Criminal Justice Social Workers.</li> </ul>

STRATEGIC AIM 2

Review of quality assurance method with LS/CMI practitioners

The RMA will support mentors by further developing our approach for engagement and responding to requests for advice, to promote effective application and implementation of the LS/CMI across Scotland.

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.

In 2019-20 the RMA will also review and further develop the range of Quality Assurance methods provided for practitioners in 2018.

Accreditation of risk assessors

Assessors are accredited by the RMA to produce Risk Assessment Reports that assist the High Court in its consideration of whether or not an Order for Lifelong Restriction should be imposed. The RMA may only award accreditation to assessors for a maximum period of three years.

During 2019-20 it is anticipated that we will receive four applications from current assessors for further periods of accreditation.

Approval of Risk Management Plans

Where the Court decided to impose an OLR, the Lead Authority for that individual has a legislative responsibility to produce a Risk Management Plan (for approval by the RMA within 9 months of the OLR sentence being imposed).

Over the course of 2019-20, the RMA estimates the Court will impose the OLR sentence upon approximately 15 offenders. We therefore expect to receive 15 initial Risk Management Plans for approval.

Legislation also requires that where the Lead Authority changes, or where the Lead Authority determines the current Risk Management Plan is, or is likely to become, unsuitable, an amended plan is to be prepared and submitted to the RMA for approval.



STRATEGIC AIM 3

Delivery of Formulation and Risk Management Plan workshops

Over the course of 2019-20 it is anticipated that we will receive approximately 35 amended plans for approval.

The RMA will build upon the delivery of Risk Practice Training by providing a series of workshops for practitioners, to enhance their skills in writing Formulations and Risk Management Plans.

Continuous improvement of the Multi Agency Risk Management Plan

We will continue to keep under review the use of the RMP template in order to facilitate improvements. This will be informed by a review of the quality of RMPs produced by those attending the risk practice training. Areas for potential improvement will be formulated by the RMA and presented to partners for endorsement through a multi-agency working group, taking account of the use of the RMP within Multi-Agency Public Protection Arrangements in Scotland.

Measurement of Risk Practice Training outcomes

The RMA recently completed an evaluation of Risk Practice Training, which recommended further developing the current delivery model to better measure the impact of training upon practice.

In 2019-20 the RMA will offer a package of post-training support to practitioners to guide them in their completion of Risk Management Plans. As well as providing immediate benefit to practitioners, this model will provide greater depth of evidence for future evaluations on the impact of our training.

Review annual implementation of Risk Management Plans

Legislation requires that Lead Authorities report annually to the RMA on their implementation of OLR Risk Management Plans. The legislation also provides the RMA with the power to issue a direction to a Lead Authority if it is considered to be failing to implement a plan.

Over the course of 2019-20, it is anticipated that we will receive 180 annual implementation reports from Lead Authorities. We will review each report to confirm that plans are being implemented appropriately.

# Strategic Objectives 2019-20

During 2019-20 the RMA will seek to advance risk practice and make contributions to our Strategic Aims through the following development objectives:

## Development Project: 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 agreed to support Scottish Government by leading on this review of the need for practice guidance to assess the risk posed by internet offenders. The project was broken down into the following phases:

Phase 1: This phase centred on a literature review, which involved a large scale exploration of the available evidence on the assessment of persons convicted of online sexual offences; and a review of currently available risk instrument tools. Drawing on the findings of the literature review, the RMA published its recommendations in November 2018.

Phase 2: This phase will now focus on developing a practice model and the production of practice guidelines. We will build upon the recommendations made within the literature review and seek to adapt any suitably-identified model for Scottish purposes. The time allocated to phase 2 of the project is 12 months and is a strategic objective for 2019-20.

Phase 3: This element of the project will comprise the implementation and evaluation stages.

## Conduct review of RMA Research and Development strategy

[ 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 ]

Considering the RMA's statutory functions to keep under review the provision of services in Scotland and research, we will outline our wider vision in relation to research, and set out our key objectives and priorities for the forthcoming years. This will also consider our plans for research in relation to the Order for Lifelong Restriction.

We will review the research we have undertaken to date, to consider lessons learned and the impact of this work. We will consider how the RMA may keep under review services that contribute to risk management. We will also consider the use of data received from Justice Social Work Services and the Scottish Prison Service.

We will consult with our partners on the research strategy to ensure that we identify opportunities for working collaboratively and our work is of value to agencies in Scotland.

Phase two of this work will involve the scoping of our longer term Development Strategy, which will be informed by our research priorities.

## Development and Implementation of an engagement strategy for Local Authorities

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

[Approach: **Engagement.** We engage with partners to promote the Framework for Risk Assessment, Management and Evaluation]

During 2019-20 the RMA will develop an engagement strategy to provide guidance and support to local authorities. The aim of the strategy is to assist Local Authorities to effectively fulfil their role and functions as Lead Authorities.

As of the 31st of March 2019, there are less than five individuals subject to an OLR managed in the community. However, the number of OLRs managed in the community will grow as individuals progress through their sentences.

The engagement strategy will therefore create readiness for this scenario by standardising a process that includes lines of communication between Local Authorities and RMA; an online package of relevant information and guidance; and staff procedures.

In addition, the Strategy will be developed in tandem with the RMA's delivery of OLR Case Manager training. This training, developed in collaboration with the Scottish Prison Service, equips case managers with the requisite skills to submit robust risk management plans, co-ordinate the implementation of plans, and to complete annual implementation reports.

During 2019-20 we will adapt and expand the current case manager training provision to provide a standard delivery model suitable for all Lead Authorities.

# 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.

Implementation of Case Management System	Following successful procurement of a case management system to support OLR records, the RMA will focus on the implementation of the new system to provide enhanced controls over records management and reporting capabilities.
Development of project plan to review Accreditation Process	The RMA will review and further develop the project plan for the accreditation process, taking account of the publication of Standards and Guidelines for Risk Assessment Report Writing in 2018.
Development of an RMA training framework	Using information gathered from Risk Practice Training evaluations, the RMA will develop a training framework that supports and upskills staff to fulfil Quality Trainer roles; and maintain the delivery of training to a high standard.
Development of an RMA training facility	The RMA will seek to identify cost savings and enhance the delivery of Risk Practice training through the development of a multi-purpose, in-house training facility.

# 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.

Risk Management Plans: % of OLR plans approved in accordance with statutory 9 month timescale	100%
Annual Implementation Reports: % of OLR annual implementation reports evaluated within 6 weeks of receipt	90%
Training delivery: % of delegates satisfied that RMA training provided valuable learning	85%
LS/CMI Helpdesk: % of users satisfied with the quality of advice and guidance provided	85%

# Budget 2019-20

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

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	£
<b>Staffing Costs</b>	
Staff Salaries	928,302
Board Salaries	34,196
Recruitment & Development	48,000
Travel & Subsistence	17,000
<b>Total</b>	<b>1,027,498</b>
<b>Accommodation &amp; Infrastructure</b>	
Accommodation	99,130
IT & Telecoms	68,353
<b>Total</b>	<b>167,483</b>
<b>Administration Overheads</b>	
Professional Fees	40,180
Administration	22,700
<b>Total</b>	<b>62,880</b>
<b>Development &amp; Delivery</b>	
Conferences and Seminars	10,000
Research	10,070
<b>Total</b>	<b>20,070</b>
<b>Total Operating Costs</b>	<b>1,277,932</b>
<b>Capital Expenditure</b>	
Furniture & Fittings	35,000
<b>Total Balance Sheet Costs</b>	<b>35,000</b>
<b>Total Expenditure Plan</b>	<b>1,312,932</b>

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# Appendix A: External Engagement

The RMA works closely with partners from across the criminal justice system in Scotland to advance a shared framework approach. The Framework for Risk Assessment Management and Evaluation (FRAME) is the national policy, which provides a consistent, evidence based approach of ethical risk assessment and management practice.

As part of our approach, we provide advice and contributions to a number of national development and working groups.

In 2018 we were invited to join newly established Guidance and Governance groups working on Home Detention Curfew (HDC). In 2019 we will be supporting Scottish Government and Scottish Prison Service in a review of the method of risk assessment which supports decisions on the granting of HDC, and advising on the potential for development.

As part of our approach, we provide advice and contributions to a number of national development and working groups, including:

- MAPPA National Strategy Group
- MAPPA Development Group
- MAPPA Co-coordinators Group
- Social Work Scotland (SWS) Standing Committee
- SWS Adult Justice Throughcare Practice Network
- Scottish Prison Service (SPS) Multi-Agency Case Management Steering Group
- LS/CMI Working Group,
- LS/CMI System Change Board and Cadence groups
- Risk Matrix/Stable and Acute 2007 Trainers group
- Community Justice Scotland Learning, Development & Innovation Working Group;
- Forensic Network Research Special Interest Group (FNRSIG)
- National Youth Justice Advisory Group
- Home Detention Curfew – Guidance and Governance Group



# Glossary

Acronym	Full Term	Definition
<b>AIR</b>	Annual Implementation Reporting	RMA-developed reporting process for Lead Authorities to evidence their implementation of approved Risk Management Plans.
<b>CJS</b>	Community Justice Scotland	Public body 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>CYCJ</b>	Centre for Youth & Criminal Justice	CYCJ undertakes Practice Development, Research and Knowledge Exchange activities; is funded by the Scottish Government; and hosted by the University of Strathclyde.
<b>FRAME</b>	Framework for Risk Assessment, Management and Evaluation	Shared policy approach to risk practice between criminal justice agencies in Scotland.
<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>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 settings.
<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 commonly-used 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>	The Scottish Prison Service	Public service-led delivery agency which delivers custodial and rehabilitation services.

7 Thread Street  
Paisley  
PA1 1JR  
0141 278 4478

[info@rmascotland.gsi.gov.uk](mailto:info@rmascotland.gsi.gov.uk)  
[www.rma.scot](http://www.rma.scot)

Risk Management Authority

