

**RMA**

# **BEST VALUE REVIEW**

2020-21



**REDUCING  
SERIOUS HARM**



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# INTRODUCTION

## **Scottish Ministers expect all Accountable Officers to comply with the duty of Best Value placed upon them.**

The compliance with the duty of Best Value is an auditable requirement. This review provides assurance of the Risk Management Authority's (RMA) compliance with the duty of Best Value for the financial year 2020-21.

Both strategic and operational core principles have been identified and a self-assessment conducted against these principles, providing evidence/achievements to illustrate compliance with Best Value.

The review concludes with RMA's Action Plan for 2021-22.

# 01. VISION AND LEADERSHIP

The “Vision and Leadership” theme focusses on how a Best Value organisation achieves an open and inclusive leadership style, with a clear vision and sense of purpose, securing continuous improvement and improved outcomes with transparent, accountable processes and robust governance.

This maps to SPFM listed characteristics: “commitment and leadership”, “responsiveness and consultation” and “sound governance at a strategic and operational level”.

## CORE PRINCIPLES

### STRATEGIC

1. That Executive and Non-Executive leadership and senior managers have developed a vision of how Best Value contributes to achieving effective outcomes for the organisation and that this is communicated clearly in relevant corporate and operational documents.
2. That both the setting of priorities and the assessment of performance are undertaken transparently and openly.
3. That Executive and Non-Executive leadership ensure accountability and transparency through effective performance reporting for both internal and external stakeholders and that there is a willingness to be open to external scrutiny, for example, through formal external accreditation tools.
4. That Executive and Non-Executive leadership demonstrate a commitment to high standards of probity and propriety and that the organisation has, and implements, appropriate codes of conduct for all staff, directors and trustees.

## EVIDENCE/ACHIEVEMENTS (FOR 2020-21)

The organisation remains committed to the Scottish Government’s priorities in relation to ‘50/50 by 2020’ gender equality. The RMA maintains effective succession planning to sustain diversity of the RMA Board in compliance with the Public Sector Equality Duty (1).

At the RMA, appraisals are undertaken semi-annually to ensure setting of priorities and assessment of performance is undertaken transparently. The RMA publish a number of reports throughout the year (1), click the below links to view (2):

[Click here to view all Annual Business Plans](#)

[Click here to view the Corporate Plan](#)

[Click here to view all Annual Reports and Accounts](#)

As part of our commitment to transparency, in 2020-21 the RMA implemented webpages to provide quarterly updates on strategic objectives. These pages contain information on the progress, partners involved and RMA staff leading the objective and are regularly promoted across RMA communications channels (3).



### LIVING WAGE

The RMA is committed to high standards of probity and propriety. In 2020-21, RMA continued accreditation as a Living Wage Employer (4).

Additionally, to demonstrate a commitment to high standards the organisation’s Code of Conduct is reviewed annually by the Board. In 2020-21 the RMA contributed to a national review of the Code of Conduct for Board members (4). The Scheme of Delegation was reviewed in June 2020 (4).

# 01. VISION AND LEADERSHIP

## CORE PRINCIPLES

### OPERATIONAL

1. That the organisation has a strategy with realistic and achievable objectives and targets which are matched to their financial, asset base and other resources and which is explicitly translated into clear responsibilities for implementation.
2. That statements, strategies and plans clearly show a systematic approach by the organisation towards risk management.
3. That there are clear statements about how the organisation is working with partner organisations to provide joined up services that meet stakeholder and community needs in the most effective manner, including through Community Planning Partnerships where relevant.
4. That there are mechanisms within the organisation to develop leadership skills and that Executive and Non-Executive staff in leadership roles have the key skills and exhibit the behaviours which make them highly effective.
5. That there is an explicit and systematic approach to integrating continuous improvement into everyday working practices and involving all staff in developing the organisation's approach to Best Value.

### EVIDENCE/ACHIEVEMENTS (FOR 2020-21)

The RMA has a Sponsorship Agreement which it reviewed and updated with the Scottish Government in 2020 (1).

The Business Plan for 2020-21 identifies strategic and operational objectives that contribute to the achievement of the Corporate Plan and the operational budget. Performance against strategic objectives are reviewed quarterly by the Board; operational objectives are reviewed monthly by the management team (1).

#### [Click here to view RMA 2020-21 Business Plan](#)

Effective arrangements to ensure appropriate standards of corporate governance and effective risk management remain in place at the RMA. The Corporate Risk Register is managed by the management team and reviewed regularly by the Board and Audit & Assurance Committee (2).

The RMA work with stakeholders across Scotland to support effective practice in risk assessment and management. This includes the provision of training; assessment of work and input to working groups and forums. Additionally the RMA collaborate with partners to produce impactful research papers. For example: working with partners such as Justice Analytical Services and ensuring proper sharing of information through Data Protection Impact Assessments and Data Sharing Agreements (3).

To support informed decision and policy making there are three committees, two of whom regularly met within the period: the Accreditation Committee and the Audit & Assurance Committee. The Appeals Committee was not required to convene over 2020-21 (4).



### BOARD MEETINGS

During 2020-21 the RMA Board met a total of six times, plus additional meetings of the Accreditation and Audit & Assurance Committees.

#### [Click here to view Board and Committee Minutes](#)

The organisation continue to encourage continuous improvement and staff development. There is a staff and Board CPD budget to encourage the development of leadership skills. The RMA has commissioned a Management Development Programme as a development pathway for all management staff. This is a long term project which will take place over 12-18 months (5).

## 02. EFFECTIVE PARTNERSHIP

The “Effective Partnerships” theme focuses on how a Best Value organisation engages with partners in order to secure continuous improvement and improved outcomes for communities, not only through its own work but also that of its partners.

This maps to SPFM listed characteristics: “joint working” and “responsiveness and consultation”.

### CORE PRINCIPLES

#### STRATEGIC

1. An organisational culture which recognises the value of working with wider stakeholders and partners to achieve more effective and sustainable police development, better services and customer-focused outcomes.
2. That leaders and senior managers actively encourage opportunities for formal and informal partnerships, including through joint use of resources and joint funding options, where this will offer scope for improvement in outcomes, as well as continuous improvement in organisational performance.
3. That the organisation is clear about the intended outcomes and likely impacts of partnership working and that it has identified, and is sensitive to, the needs of the potentially different communities it and its partners serve.
4. That partnerships plans are informed by engagement with stakeholders and the communities affected by the work of the organisations involved in the relevant partnership.
5. That partnership plans have agreed a set of measures and targets to track progress and can clearly demonstrate (and regularly reports on) the impact of, and the outcomes from, any partnership working.
6. That where the partnership is involved in joint delivery, governance arrangements include:
  - a) Agreeing appropriate respective roles and commitments and areas of collective responsibility;
  - b) Integrated management of resources where appropriate;
  - c) Effective monitoring of collective performance; and
  - d) Joint problem-solving and learning

### EVIDENCE/ACHIEVEMENTS (FOR 2020-21)

The RMA continually supports partnership working to support evidence-based, effective and ethical risk assessment and management in Scotland.

To support the consistent use of LS/CMI across Scotland, the RMA participate in the LS/CMI Working Group and continue to support LS/CMI centralisation (2).

As part of the MAPPA National Strategy Group, the RMA provide advice on best practice in meeting and applying the Standards and Guidelines for risk assessment and risk management within MAPPA practices (3).

The RMA chair the Moving Forward Making Changes (MFMC) Risk Assessment Workstream. In 2020-21 the organisation formed a sub-group to focus specifically on the ongoing risk posed by internet offending. The RMA, in partnership with SPS, have this year contributed to discussions on the ongoing implementation of the Home Detention Curfew decision-making model (4).

The establishment of RMA's Effective Practice team in 2020-21 saw the organisation contribute to external development of justice policies (6).

Partnership working outcomes are included in the 2020-21 Business Plan. While some meetings were cancelled due to COVID-19, the RMA has remained committed to ongoing discussion and defining the role each partner organisation plays with clear milestones (5, 6).



#### NATIONAL WORKING GROUPS

To promote effective practice the RMA contributed expert advice to 21 working groups across Scotland in 2020-21 (1).

[Click here to view RMA 2020-21 Business Plan](#)

## 02. EFFECTIVE PARTNERSHIP

### CORE PRINCIPLES

#### OPERATIONAL

1. That, where appropriate, the organisation participates effectively in Community Planning Partnerships and other joint working initiatives, working openly to agreed objectives, performance management and reporting mechanisms and integrating these into local planning mechanisms to deliver outcomes.
2. That leaders address impediments and barriers which inhibit integrated approaches to joint funding and joint management of activities with internal and external partners and undertake appropriate engagement (including with the Scottish Government) where this would help promote more effective use of resources and better value for money.
3. That the organisation seeks to explore and promote opportunities for efficiency savings and service improvements through shared service initiatives with partners.

#### EVIDENCE/ACHIEVEMENTS (FOR 2020-21)

The RMA remain committed to stakeholder engagement and partnership working. Through monitoring the progression of individuals with an OLR from closed prison conditions to national top end and open prison, RMA aim to improve the preparedness of community-based justice partners. This work contributes to enhancing systems of support for both our justice partners and the individual with an OLR (2).



#### AWARENESS SESSIONS

In 2020-21 the RMA began the delivery of formal training and awareness sessions to our community-based justice partners (1).

The centralisation of LS/CMI has continued through 2020-21, working towards the introduction of a single, national IT system to support practitioners in Scotland. The RMA continues to play a key role in this project, contributing to the national Centralisation Project Board, Working Group, and System Change Board; and undertaking User Acceptance Testing of the centralised system so as to provide expert feedback (3).

## 03. GOVERNANCE AND ACCOUNTABILITY

The “Governance and Accountability” theme focusses on how a Best Value organisation achieves effective governance arrangements, which help support Executive and Non-Executive leadership decision-making, provide suitable assurances to stakeholders on how all available resources are being used in delivering outcomes and give accessible explanation of the activities of the organisation and the outcomes delivered.

This maps to SPFM listed characteristics: “responsiveness and consultation”, “accountability” and “commitment and leadership”.

### CORE PRINCIPLES

#### STRATEGIC

1. That it has developed a corporate plan which is focussed on the successful delivery of outcomes, takes account of statutory responsibilities and is translated into specific actions to be carried out at both corporate and operational levels to achieve those outcomes.
2. That plans, priorities and actions are informed by an understanding of the needs of its stakeholders, citizens, customers and employees.
3. That decision-making processes are open, transparent and clearly based evidence that can show clear links between the activities and the outcomes to be delivered to customers and stakeholders.
4. That the approach to Public Performance Reporting approach is balanced, enabling the discharge of statutory requirements together with provision of concise, relevant and accessible reporting of information that is useful for the public and other stakeholders, including information on use of financial resources.
5. That where delivery is through others, a robust framework of corporate governance is in place to manage that delivery which sets out roles and responsibilities, objectives and outcomes and a process for performance and risk management and reporting.
6. That the organisation has a framework for planning and budgeting that includes detailed and realistic plans linked to available resources together with an effective system for financial stewardship and reporting in order to achieve the organisation’s goals, ensure appropriate financial governance, deliver high-quality and efficient services and ensuring continuous improvement in both performance and delivery of outcomes.

### EVIDENCE/ACHIEVEMENTS (FOR 2020-21)

The RMA Corporate Plan and delivery of strategic aims is supported by an annual Business Plan which contains strategic and operational objectives for the year. The RMA is committed to ongoing stakeholder engagement to inform these objectives. For example, in 2020-21 the organisation is producing a three year training strategy to identify and address current training needs (1, 2).

[Click here to view the Corporate Plan](#)

Audits this year have been performed by the internal auditors as planned. The outcome of these audits have been presented in a report to the Accountable Officer and the Audit & Assurance Committee. Actions plans were then put in place to correct any identified weaknesses (3). Public Performance Reporting is scheduled throughout the year and published regularly on the website. To support the internal controls, Certificates of Assurance are provided by the Director of Corporate Services, Head of Development, Head of OLR and Head of Effective Practice (4)



#### PUBLIC PERFORMANCE REPORTING

The RMA approaches Public Performance Reporting in a transparent and balanced manner. The organisation provides information available on the website, [www.rma.scot](http://www.rma.scot).

The RMA is committed to robust planning and reporting to ensure continued delivery of high quality and efficient services to justice partners in Scotland. The RMA produces 5 year financial plans which are reviewed by the Board and Scottish Government. In August 2021, the RMA published its 2020-21 Annual Report and Accounts (5, 6).

[Click here to view 2020-21 Annual Report and Accounts](#)



## 03. GOVERNANCE AND ACCOUNTABILITY

### CORE PRINCIPLES

#### OPERATIONAL

1. That the approach to Public Performance Reporting approach is balanced, enabling the discharge of statutory requirements together with provision of concise, relevant and accessible reporting of information that is useful for the public and other stakeholders, including information on use of financial resources.
2. That the organisation has a robust framework of corporate governance to not only manage delivery of, and reporting on, outcomes but also provide assurance (using quantitative as well as qualitative indicators) to relevant stakeholders that there are effective internal control systems in operation. This includes compliance with the SPFM and other relevant guidance which may reasonably be regarded as proper arrangements for this purpose.
3. That it ensures that its approach to external accountability is supported by its governance arrangements, including an Outcomes Based Approach continually improving the clarity of reporting structures, responsiveness and accessibility for all stakeholders.
4. That it ensures that its approach to external accountability is supported by its governance arrangements, including an Outcomes Based Approach continually improving the clarity of reporting structures, responsiveness and accessibility for all stakeholders.

#### EVIDENCE/ACHIEVEMENTS (FOR 2020-21)

The RMA governance framework is clearly defined within the Justice Department Sponsorship Framework. Monthly financial reports are issued to the sponsor department and regular meetings are held throughout the year (1).

#### [Click here to view the Sponsorship Framework](#)

The Board provide strategic direction and monitor progress against agreed objectives. The Board has Standing Orders for regulating meetings and proceedings of RMA Board and Committees which are reviewed regularly, The Scheme of Delegation is reviewed annually. Additionally, the Board, through the Audit & Assurance Committee, has responsibility for risk management arrangements. In 2020-21 the Board met six times and there were four Audit and Assurance meetings (2).



#### RISK REGISTER

To ensure the RMA is prepared to deal with future changes, the organisation uses active and alert risk management which allows for mitigating action to be taken when necessary.

The corporate risk register is maintained and reviewed regularly by the Audit & Assurance Committee and RMA Board. Public Performance Reporting is scheduled throughout the year and published regularly on the website. The RMA is committed to transparency on use of financial resources. The RMA is committed to a robust framework of corporate governance, conducting quarterly monitoring of business plan performance. Reports are issued to the Board (3, 4).

#### [Click here to view Board and Committee Minutes](#)

To support transparency, the RMA operates a publication scheme and freedom of information service. In 2020-21, the RMA received 9 requests for information under FOISA, with all cases responded to within the legislative guidelines of 20 working days (1).

The RMA identify key performance indicators (KPIs) to measure the effective delivery of our statutory functions, manage our resources and maintain the delivery of services to a high standard (2).

## 04. USE OF RESOURCES

The “Use of Resources” theme focusses on how a Best Value organisation ensures that it makes effective, risk-aware and evidence-based decisions on the use of all of its resources.

This maps to SPFM listed characteristics: “sound management of resources” and “use of review and options appraisal”.

### CORE PRINCIPLES

#### STRATEGIC

1. That it is making the best use of public resources (including employees, ICT, land, property and financial resources) based on evidence and intelligence-led – keeping a considered and appropriate balance between quality, sustainability and cost.
2. That leaders and managers regularly review the management of resources across all activities, including their impact on outcomes.
3. That the organisation ensures that it has the organisational capacity to implement its plans makes full use of its staff and that any relevant statutory and professional responsibilities of its staff are appropriately supported through an appropriate policy of Continuous Professional Development (CPD).
4. That all employees are treated as a key strategic resource and are supported (by an appropriate combination of approaches, ideas and techniques) in actively managing how they bring further learning to their role and add value to the Public Body.
5. That it has a strategy for procurement and the management of contracts (and contractors) which treats procurement as a key component in achieving its objectives and outcomes.
6. It is aware of the need to conduct its business in a manner which demonstrates appropriate competitive practice.
7. That it has in place a systematic approach to risk management in relation to the organisation’s resources which is cascaded as appropriate throughout the organisation.
8. That there is a robust information governance framework in place that ensures proper recording and transparency of all the organisation’s activities and supports appropriate exploitation of the value of the organisation’s information.

### EVIDENCE/ACHIEVEMENTS (FOR 2020-21)

The RMA is committed to promoting efficiency across the organisation and consistently making the best use of resources. During this year, work has been ongoing to implement the OLR Case Management System. This system is forecasted to improve efficiency, enhance records management and support research activity (1).

The Management Team meet regularly to review and improve management resources. In 2020 a business case was submitted to, and approved by Scottish Government for an additional seven staff resources (2).

Annual budget planning arrangements for 2021-22 are prepared in consultation with the Management Team, Board and Sponsor Department (1, 3).

The RMA recognises its skilled staff team as its most valuable resource, The organisation is committed to ongoing staff and Board training. In 2020-2, 23 staff attended at least one individual training session and RMA spent an average of £3,055 per staff member (4).

The RMA uses active and alert risk management to identify, record, monitor and report risks, which allows for mitigating action to be taken. The corporate risk register is maintained and reviewed regularly by the Audit & Assurance Committee and RMA Board. To support recording and transparency of RMA activities, the organisation operates a Records Management Policy, a Data Protection Document of Processing, and an Assurance Map (5, 6).

## 04. USE OF RESOURCES

### CORE PRINCIPLES

#### OPERATIONAL

1. That the interdependencies between different activities and outcomes are recognised, that organisational budgets and other resources are allocated and regularly monitored to ensure that they are delivering agreed objectives and outcomes and effective co-ordination and alignment is actively championed by senior management in making the best use of public resources.
2. That the organisational procurement processes are economic, sustainable in the longer-term, efficient and ensure the outcomes of efficient contract management and comply with the SPFM and other relevant guidance which may reasonably be regarded as proper arrangements for this purpose.
3. That the organisation has evaluated and assessed opportunities for efficiency savings and service improvements, including through joint funding, joint management of activities with internal and external partners and sharing initiatives with partners.
4. That the organisation ensures that all employees are managed effectively and efficiently, that they know what is expected of them, their performance is regularly assessed and they are assisted in improving.
5. That the contribution of staff to ensuring continuous improvement is supported, managed, reviewed and acknowledged by effective management.
6. That fixed assets including land, property, ICT, machinery and vehicles are managed efficiently and effectively and that asset bases are aligned appropriately to organisational strategies.

#### EVIDENCE/ACHIEVEMENTS (FOR 2020-21)

Following reorganisation, budgets and training resources are now allocated to each department. These resources are regularly monitored by the Business team (1).

This year, the RMA website was viewed over 76,000 times (an increase of 12% from 2019-20) and welcomed over 15,000 users (an increase of 22% from 2019-20). The use of Twitter as an engagement tool to reach target audiences has been prioritised this year, resulting in a 277% increase in Twitter impressions from 2019-20 (1, 6).



#### COMMUNICATIONS

RMA communications channels (website, social media and mailing lists) provide cost effective and efficient delivery of content to practitioners.

Where appropriate, the organisation will utilise Scottish Government Framework Agreements. Diligent Boardbooks continues to be operated for the provision of Board and Committee papers for efficiency and IT security (2, 3).

The RMA performance management and development review (PMDR) provides monthly one to one meetings for line managers and staff to formally review progress and take account of any changes to objectives and priorities. Staff performance is evaluated twice yearly; Board Member and Committee performance is reviewed annually (4).

Continuous Improvement is undertaken by every department. In 2020-21, continuous improvement objectives include: OLR Case Management System; Stakeholder Communications; Business Performance Systems; Communications Policy reviews; Delivery of CPD opportunities (5).

Appropriate estate management duties and functions are maintained to aid business continuity. The RMA business strategy had to change in 2020-21 due to COVID-19 with use of resources being switched to use of assets at home. In addition to fixed assets being moved from the office to staff homes during the period the office was closed, further expenditure ensured best use of resources were made to ensure business continuity, information security and health and safety (6). For example:

- Office furniture for home use as required based on completion of home DSE assessments
- Additional peripheral items (headsets/webcams)
- Surge protector extensions

## 05. PERFORMANCE MANAGEMENT

The “Performance Management” theme focusses on how a Best Value organisation embeds a culture and supporting processes which ensures that it has a clear and accurate understanding of how all parts of the organisation are performing and that, based on this knowledge, it takes action that leads to demonstrable continuous improvement in performance and outcomes.

This maps to SPFM listed characteristics: “sound governance at a strategic and operational level” and “responsiveness and consultation”.

### CORE PRINCIPLES

#### STRATEGIC

1. That leaders champion the use of performance management (including selfassessment) as a key means for achieving improvement.
2. Leaders lead by example in proactively managing performance and talking publicly about improving performance.
3. That it has in place effective approaches to performance management, (which includes the use of baseline assessments, external comparison and improvement tools and techniques) through which performance issues (including the benchmarking of corporate services with other Public Bodies) can be identified, monitored and addressed to ensure continuous improvement and identification of opportunities to improve efficiency and effectiveness.
4. That clients, citizens and other stakeholders are involved in developing indicators and targets and monitoring and managing performance.
5. That the organisation links Performance Management with Risk Management to support prioritisation and decision-making at Executive level and support continuous improvement.
6. That performance is systematically measured across all key areas of activity and that a performance management framework for the organisation extends throughout the structures of delivery in order to ensure effective governance and accountability and enable public performance mechanisms which track delivery outputs and outcomes through to high level objectives.

### EVIDENCE/ACHIEVEMENTS (FOR 2020-21)

The RMA has a Management Framework that coordinates reporting to the Chief Executive and Board, increasing assurance and executive overview of performance across RMA activities. In 2020-21 it was decided to train all project leads in PRINCE2 Project Management as evidence of an effective approach to performance management (1, 2, 3).

Business Plan targets and KPIs are formulated from Corporate Plan strategies. Progress against targets are captured and monitored in reports to the management team, then provided to the RMA Board on a quarterly basis. Regular meetings are held with the RMA sponsor department to discuss key business activities including finance monitoring and planning, corporate objectives and risks (3, 4).

Scrutiny is provided by internal and external auditors, with RMA progress reports on auditor recommendations reviewed by the Audit & Assurance Committee (4, 5).

Operation of staff appraisal and performance management system is linked to the Business Plan objectives. Provision of Board member annual appraisal process. Provision of Committee and Board self-assessment reports (5, 6).

## 05. PERFORMANCE MANAGEMENT

### CORE PRINCIPLES

#### OPERATIONAL

1. That performance management is seen as part of the day job – integral to the way in which all staff operate. There is learning across the organisation on how to improve performance with time and opportunities explicitly made available to do so.
2. That the performance management system is sufficiently flexible to allow for any necessary differences across the organisation and encourage wide ownership of performance management.
3. That performance is reported upon systematically to staff and management, Executive and Non-Executive leadership, users and the public.
4. That the information provided through public performance reporting allows stakeholders to compare performance against:
  - a) objectives, targets and service outcomes;
  - b) past performance; improvement plans;
  - c) where relevant, the performance of other bodies; and
  - d) allows stakeholders to make a reasonable and informed judgement on how the organisation is likely to perform in future.
5. That information provided in each case is relevant to its audience and clearly shows whether strategic and operational objectives and targets are being met.
6. That reports are honest and balanced, and include information about what improvements are required during the forthcoming period.

#### EVIDENCE/ACHIEVEMENTS (FOR 2020-21)

Operational performance management is an ongoing priority for the RMA. The organisation identifies key performance indicators (KPIs) to measure the effective delivery of statutory functions, manage resources and maintain the delivery of services to a high standard (1).

Risk Assessment Orders (RAO), Risk Management Plans (RMP), Annual Implementation Reports (AIR) and Accredited Assessors are monitored in monthly reports to the Management Team to ensure ongoing efficiency (1, 2).

The RMA must evaluate and approve all Risk Management Plans to ensure they meet the required standard. In 2020-21 the RMA prioritised staff resources in response to the COVID-19 pandemic to ensure evaluation of initial RMPs within statutory 9 month timescale. The organisation operates quality assurance processes to provide feedback to OLR Case Managers on submission of RMPs. In 2020-21, 129 RMPs were submitted to the RMA (3, 4, 5).

In 2020-21 the RMA increased review controls around Annual Implementation Reports (AIR) in order to provide deeper assurances that the risk management measures are progressing as they should be. In 2020-21, the RMA evaluated 176 AIR (3, 4, 5).

The RMA is committed to robust planning and reporting to ensure continued delivery of high quality and efficient services to justice partners in Scotland. In July 2021 the RMA Annual Report and Accounts 2020-21 were laid in Parliament and published publicly in August 2021 (5, 6).

#### [Click here to view 2020-21 Annual Report and Accounts](#)

In 2020-21, the RMA analysed the RMPs produced by attendees on the Risk Practice Training Course to measure effectiveness. Of the 23 RMPs reviewed, 21 met the required standards (5).

RMA will implement developments identified from this review to ensure training provision remains high quality, increasing the participant's knowledge and confidence in risk assessment and risk management (6).

## 06. CROSS CUTTING THEME: SUSTAINABILITY

The “Sustainability” theme is one of the two cross-cutting themes and focusses on how a Best Value organisation has embedded a sustainable development focus in its work.

This maps to SPFM listed characteristic: “A contribution to sustainable development”.

### CORE PRINCIPLES

#### STRATEGIC

1. How it is making a contribution to sustainable development by actively considering the social, economic and environmental impacts of activities and decisions both in the shorter and longer term, underpinning the principles of: Promoting good governance
  - a) Actively supporting effective participative system of governance in all levels of society – engaging people’s creativity, energy and diversity;
  - b) Living within environmental limits;
  - c) Respecting the limits of the planet’s environment, resources and biodiversity – to improve our environment and ensure that the natural resources needed for life are unimpaired and remain so for future generations;
  - d) Achieving a sustainable economy
2. Building a strong, stable and sustainable economy which provides prosperity and opportunities for all, and in which environmental and social costs fall on those who impose them (polluter pays) and efficient resource use is incentivised;
3. Ensuring a strong, healthy and just society
4. Meeting the diverse needs of all people in existing and future communities, promoting personal well-being, social cohesion and inclusion, and creating equal opportunity
5. Using sound science responsibly ensuring policy is developed and implemented on the basis of strong scientific evidence, whilst taking into account scientific uncertainty (through the precautionary principle) as well as public attitudes and values.

#### OPERATIONAL

1. Diagnostic questions to assist public bodies in equipping themselves to devise procedures for ‘sustainability-proofing’ their decision-making processes, and to balance social, economic and environmental impacts (amongst others) in assessment of policies and strategies will be available in the Public Bodies Climate Change Duties Guidance available in 2011.

#### EVIDENCE/ACHIEVEMENTS (FOR 2020-21)

With staff working from home due to the COVID-19 pandemic, the organisation has utilised an increase in video conferencing applications for online meetings and delivery of virtual training. This has had the environmental benefit of reducing travel and lowering CO2 costs (1).

In January 2021 the RMA published its latest Biodiversity Duty Report. This report provides details on what actions the organisation has taken to highlight biodiversity contributions to national and international targets (1).

[Click here to view 2018-20 Biodiversity Duty Report](#)

#### EVIDENCE/ACHIEVEMENTS (FOR 2020-21)

The RMA recently replaced the air conditioned heating system with a more environmentally friendly solution (1).

Provision of home office furniture to allow staff to effectively work from home, reducing carbon footprint. Provision of dual monitors to minimise printing requirements. Fair trade products are used where possible and stationary is sourced from recycled / sustainable / environmentally friendly products (1).

The volume of printed materials is kept to a minimum, with policy to provide digital publications wherever possible to reduce carbon footprint. The development of an effective website, and increase in social media engagement, contributes to this aim (1).

## 07. CROSS CUTTING THEME: EQUALITY

The “Equality” theme is one of the two cross-cutting themes and focusses on how a Best Value organisation has embedded an equalities focus which will secure continuous improvement in delivering equality.

### CORE PRINCIPLES

#### STRATEGIC

1. That it meets the requirements of equality legislation, has a culture which encourages equal opportunities and is working towards the elimination of discrimination.
2. That Executive and Non-Executive leadership and senior managers recognise the diversity of their customers and stakeholders, engage in an open, fair and inclusive dialogue to ensure information on services and performance is accessible to all and commit to contribute to the achievement of equal opportunities in all it does.
3. That the organisation ensures that all members of staff are informed of the organisational commitment to, and objectives for, equality outcomes and that the contribution by the organisation to the achievement of equality outcomes is reflected throughout the corporate processes.

#### OPERATIONAL

1. That the organisation reflects in its planning, design and continuous improvement of services that different groups within the community have different needs, which must be taken into account to allow them to access those services.
2. That equality is mainstreamed into all the processes.
3. That the organisation can demonstrate that all leaders and senior officers within the organisation are committed to considering the needs of equality groups in their policies, functions and services, where relevant.
4. That the organisation, wherever relevant, collects information and data on the impact of policies, services and functions on different equality groups to help inform future decisions and that it engages with and involves equality groups to improve and inform the development of relevant policy and practice.
5. That as part of the Performance Management approach the organisation regularly measures and reports their performance in contributing to the achievement of equality outcomes.

#### EVIDENCE/ACHIEVEMENTS (FOR 2020-21)

The RMA has an Equal Opportunities policy and recruitment campaigns are delivered in accordance with the Equality Act, with candidates selected solely on the basis of merit. Diversity monitoring processes are conducted in confidence, separate from the recruitment process (1, 2, 3).



#### EQUAL OPPORTUNITIES

The RMA is committed to promoting equal opportunities for all staff.

#### EVIDENCE/ACHIEVEMENTS (FOR 2020-21)

The RMA has a policy to support staff volunteering and voluntary activities. Under the Equality Act 2010 Specific Duties (Scotland) Regulations 2012 and 2016, the RMA reports on mainstreaming the equality duty, publish equality outcomes and records progress (2, 4).

The RMA remain committed to the Scottish Government’s wider priorities in relation to gender equality, and to the need for effective succession planning, to maintain diversity on our Board in compliance with the Public Sector Equality Duty (1, 4, 5).

## 08. BEST VALUE ACTION PLAN 2021-22

### 01. VISION AND LEADERSHIP

- Develop Business Plan for 2022-23.
- Develop Communications Strategy.
- Develop Research Strategy.
- Commence development of Corporate Plan.
- Agree financial budget for 2022-23.
- Address long-term finances in consultation with sponsor department.
- Host a Board Member development day and introduce a series of information & awareness sessions.

### 02. EFFECTIVE PARTNERSHIP

- Move to online delivery of Risk Practice Training to CJSW practitioners and Police staff.
- Review FGTR and Counter Terrorism legislation and communicate advice to Ministers.
- Contribute to the review of the Moving Forward Making Changes programme (MFMC).
- Continue to contribute to the LS/CMI Centralisation Project.
- Develop a comprehensive package of support to prepare community agencies for the release of an individual with an OLR.
- Continue development of an internet offending practice model and guidance.

### 03. GOVERNANCE AND ACCOUNTABILITY

- Continue to develop and implement a package of support for Lead Authorities to assist them in their delivery of functions under the OLR.
- Continue to conduct a review of policies, brand guidelines, consistent identity within social presence, website, publications.
- Conduct legal review of RMA's compliance with legislation in relation to OLR processes.
- Review and update Staff Handbook, developing a new approach around staff wellbeing.
- Develop an Assurance Map to provide a consolidated view of internal controls
- Publish RMA Annual Report and Accounts 2021-22.

### 04. USE OF RESOURCES

- Following a review, develop of our governance structures for monitoring and reporting performance; review new mechanisms for delivering assurance statements to the Management team, Board and Sponsor.
- Continue to evaluate and implement OLR Case Management IT system to improve efficiency.
- Update RMA website with improved navigation and interactive content to deliver a better user experience and contribute to establishing RMA as a recognised source of support and expertise.
- Complete delivery of a training framework that supports and upskills management staff to increase their effectiveness.

### 05. PERFORMANCE MANAGEMENT

- Undertake a review of our governance structures for monitoring and reporting performance; and implement new mechanisms for delivering assurance statements to the Management team, Board and Sponsor. This includes:
  - a) Assurance Mapping
  - b) Internal Controls
  - c) Performance Reporting
  - d) Supplier Management
- Deliver a training framework that supports and upskills staff to fulfil quality trainer role.
- Evaluate existing reporting arrangements and develop key performance indicators to improve both accountability and performance management.

### 06. CROSS CUTTING THEME: SUSTAINABILITY

- Continue provision of a cycle to work scheme for staff and develop a Homeworking Policy.

### 06. CROSS CUTTING THEME: EQUALITY

- Review RMA Equality Outcomes.
- Undertake CPD training to increase RMA Knowledge of Equality Duty/Act and administer EQIA's across all projects.



**RMA**

**RISK  
MANAGEMENT  
AUTHORITY**

7 Thread Street  
Paisley  
PA1 1JR

0141 278 4478  
info@rma.gov.scot

**[www.rma.scot](http://www.rma.scot)**