

1. JOB DETAILS

JOB TITLE	Head of Effective Practice
IMMEDIATE MANAGER	Chief Executive
GRADE	Grade 8 (614 – 734)
HAY SCORE	702

2. JOB PURPOSE

The role has specific operational responsibility for the following RMA activities and will be required to formulate strategic plans for the development of these functions.

Policy

- Developing RMA policy on the basis of research and effective practice evidence.
- Promoting effective practice and engagement with justice agencies in Scotland.
- Providing advice and recommendations to the Scottish Ministers.
- Providing advice and recommendations to RMA Board and Justice agencies in Scotland.
- Developing RMA policy responses based on research programme
- Implementation of pilot schemes.

Standard and Guidelines

- Engage with public protection agencies to promote consistent approach to Risk Management.
- Review implementation of Standards and Guidelines in relation to the assessment and minimisation of risk, identifying change requirements.

Risk Management Plans

- Review implementation of the Risk Management Plan form, identifying change requirements.

Accreditation

- Review and develop the RMA accreditation function.

Education and Training

- Developing and delivering education and training in relation to, the assessment and minimisation of risk.

The role will also contribute to the operational responsibility for related functions for the Order for Lifelong Restriction, including the accreditation scheme for assessors, the approval or rejection of RMPs and the review of their implementation.

4. DIMENSIONS

Important dimensions include:

Leadership of following RMA strategic aims:

- advance evidence-based, effective and ethical risk practice and;
- delivery of evidence-based, effective and ethical risk practice and;

Programme Leadership for RMA functions of Policy, Promoting Effective Practice, Standard and Guidelines, Risk Management Plans, Accreditation and the implementation of Education and Training.

Provide assurance to the Chief Executive in relation to these functions, including Risk Management, business planning, project and financial management, human resources and health and safety.

Prepare and present papers to Board meetings, RMA Committees and senior stakeholders within Scottish Government, Scottish Prison Service, Social Work Scotland and the Forensic Network.

Identify, establish, develop and maintain a range of senior stakeholder relationships with Scotland's Criminal Justice sector, including Policy, Politicians, Practitioners, Academics and media.

Deputise for Head of OLR and support RMA functions in relation to approximately 190 OLRs including:

- Review of Annual Implementation Reports.
- Approval of initial RMPs and amended RMPs, 15 and 30 approximately.
- Develop, maintain and administer accreditation of approximately 15 Assessors.

Deputise for the Head of Development and support RMA functions including:

- Approval of the development, design, delivery and commissioning of research projects and pilots programmes.
- The publication of Standards and Guidelines.

5. MAIN ACCOUNTABILITIES

Strategy

- Lead on the identification and implementation of strategic objectives in relation to the legislative functions of Policy, Promoting Effective Practice, Standard and Guidelines, Risk Management Plans, Accreditation and the implementation of Education and Training.
- Develop strategic objectives into a programme of deliverable projects, overseeing the management of resources to achieve the effective delivery of outcomes.
- Work within the Senior Management Team and deputise for the Head of Development, Head of Order for Lifelong Restriction and Chief Executive as required.

Policy

- Developing RMA policy on the basis of research and effective practice evidence.
- Providing advice and recommendations to the Scottish Ministers on the development of policy.
- Providing advice and recommendations to RMA Board and Justice agencies in Scotland.
- Developing RMA policy and consultation responses based on research programme, ensuring these are of a standard suitable for external circulation and/or publication.
- Working with the Head of Development, lead implementation of pilot programmes within available resources.

Promoting Effective Practice

- Promoting effective practice and engagement with justice (including survivor and victims) agencies in Scotland.
- Contribute as a senior representative of the RMA to a range of national working groups, parliamentary committees etc - providing advice, guidance, support and resources as required, in order to influence current thinking and promote effective practice.

Standard and Guidelines

- Engage with public protection agencies to advance, implement and promote consistent approach to Risk Management.
- Review implementation of Standards and Guidelines in relation to the assessment and minimisation of risk, identifying change requirements.

Risk Management Plans

- Review implementation of the Risk Management Plan form, identifying change requirements.

Accreditation

- Review the RMA accreditation function, to consider the scope of future schemes of accreditation.

Education and Training

- Oversee the development, delivery and evaluation of education and training provided by RMA.

Operational

- Lead and manage the Effective Practice team - ensuring appropriate measures are in place to monitor performance through the setting of targets; allocation of workload; conducting appraisals; and identifying training and development needs.
- Produce regular reports on strategic and operational performance.
- Ensure all activities are supported by appropriate procedures and that effective measures are in place to ensure operational compliance with set procedures.
- Identify emerging issues/risks, analyse their impact and propose solutions to the Chief Executive, Director of Corporate Services, and/or Board. Prepare and presents management reports as required on changes and implications for RMA, proposing appropriate solutions.
- Ensure effective information management processes are in place which support effective communication, security and accuracy of data.

Engagement

- Working with the Director of Corporate Services and Communications Lead, review, develop and implement the RMA engagement strategy.
- Identify, build and maintain effective engagement, productive relationships and communication with key stakeholders through a variety of media, including presentation at, and delivery of conferences and seminars, social media and media.
- Undertake other reasonable duties as required by the needs of the RMA.

6. LEVEL OF AUTONOMY AND DECISION-MAKING

As part of the Senior Management Team, the post-holder has delegated authority and is routinely required to make decisions / recommendations in complex cases that involve public protection and human rights considerations; required to advance and deliver strategic objectives in accordance with legislation, annual business plan and lines of accountability; to manage a team, set priorities, hold others to account, identify issues and make recommendations for change.

The post-holder has a key role in engaging with external stakeholders require significant judgement around how to influence and advise in a way that maintains and enhances relationships, and leads to improvement in risk assessment and management practice and policy for the future. This includes representing the RMA in national working groups, parliamentary committees and the media.

The post holder has authority to deputise for the Head of OLR to approve risk management plans to Level 1 and give appropriate guidance to Lead Authorities; and to manage the approval/escalation of risk management plans in accordance with the Scheme of Delegation and risk management plan procedures. The post holder will also deputise for Head of OLR in the evaluation of annual implementation reports and determine whether plans are being implemented effectively.

The post holder has authority to deputise for the Head of Development to approve the development, design, delivery and commissioning of research projects and pilots programmes in accordance with the Scheme of Delegation and research procedures. The post holder will also deputise for Head of Development in the publication of Standards and Guidelines.

7. COMMUNICATIONS

The internal contacts of the post include direct reporting to the Chief Executive and reporting to the DCS on performance and governance.

The role holder will build and maintain effective communication with all members of the staff group.

The main external contacts of the post are:

- Senior civil servants
- Senior representatives of Police Scotland, Scottish Prison Service, Justice Social Work and NHS staff to promote effective practice and related research and development initiatives.
- Professional bodies
- Judiciary
- Scottish Courts Service
- COPFS
- Academics as required to commission research advice / support etc.
- Media
- Politicians

The post holder is required to have very well developed communication skills, working, influencing, negotiating and collaborating with stakeholders in the delivery and improvement of services. This is achieved through formal and informal contact routes, designing and delivering engaging and effective training, delivering conference presentations, writing academic publications, media and social media etc.

8. COMPLEXITY

The main sources of complexity are:

- Oversight and responsibility for the range of development functions, objectives and work programmes.
- Ability to lead the development of current practice through expert understanding of the theory and practice of risk assessment and management.
- Knowledge of and ability to navigate a complex landscape of professional groups, case material and legal and human rights issues.
- Ability to make and communicate defensible judgements in complex cases.
- The balancing of robust practices and processes with the need for ever greater efficiency and effectiveness.
- Ensuring operational activities produce tangible value in terms of effective practice, public protection and human rights.
- Effectively participating and influencing across a complex landscape of agencies and professional groups.
- Need to develop collaborative relationships with a range of professional groups, agencies and establishments while maintaining objectivity, impartiality and appropriate distance.
- Need to develop ways to make a common set of standards, guidelines, processes and resources relevant and accessible to diverse professional groups.
- Identifying, co-ordinating and exploiting the interdependences in objectives and projects.
- Utilising feedback from performance / evaluation and quality control processes to foster continuous improvement.
- Balancing significant delivery demands placed on a small team of staff with the need to develop and improve practice, standards and guidance for practitioners.
- Communicating with stakeholders on the outcomes of approval and assurance decisions – requires significant judgement around how to balance formal and informal feedback in a way that maintains and enhances relationships, and leads to improvement in approval and assurance for the future.

9. EXPERIENCE, KNOWLEDGE AND SKILLS REQUIRED

Experience

- Degree and ideally an applied, relevant professional/post-graduate qualification, e.g. clinical or forensic psychology, law or social work.
- Extensive experience as a professional in a relevant agency **or** extensive experience of the duties and responsibilities of criminal justice agencies.
- Experience and knowledge of developing and publishing policy.
- Delivering training provision and implementing effective practice initiatives.
- Experience of developing and implementing operational strategies.
- A track record of leading improvement or development initiatives on a national basis.
- Experience of leading a team to deliver organisational objectives.

Knowledge

- Advanced understanding of the theory and practice of risk assessment and management; current thinking on effective practice and knowledge of relevant research literature.
- Advanced understanding of research methodologies and the ability to coach staff in these.
- Ability to interpret legislation, set standards and publish guidelines, translate them into evaluation processes which support effective practice.
- An understanding of the political and professional context within which the RMA operates.

Skills

- Ability to shape and influence policy and practice; through identifying, developing and implementing change programmes.
- Ability to analyse, interpret and make sound and consistent judgments against set criteria as to whether practice is compliant, and to effectively communicate such judgements.

- Demonstrable ability in programme and project management, performance measurement and quality improvement.
- Excellent interpersonal/influencing/negotiating/relationship management skills.
- Excellent verbal and written communication skills, interpersonal and organisational skills.

10. AGREEMENT

Job Holder Name (Printed):

Signature:

Date:

Director Corporate Services:

Signature:

Date: