

1. JOB DETAILS

JOB TITLE	Lead
IMMEDIATE MANAGER	Head of OLR
GRADE	Grade 6

2. JOB PURPOSE

The role has a lead responsibility for policy initiatives relating to the following RMA activities.

Policy

- 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.

Research:

- Implementation of pilot schemes: Initially this will include a 4 year pilot of a secondary assurance process. This will evaluate the quality of risk assessments and risk management plans for complex cases related to First Grant of Temporary Release (FGTR) by life sentence prisoners.
- Compiling and keep under review information about the provision of services in Scotland.

Education and Training

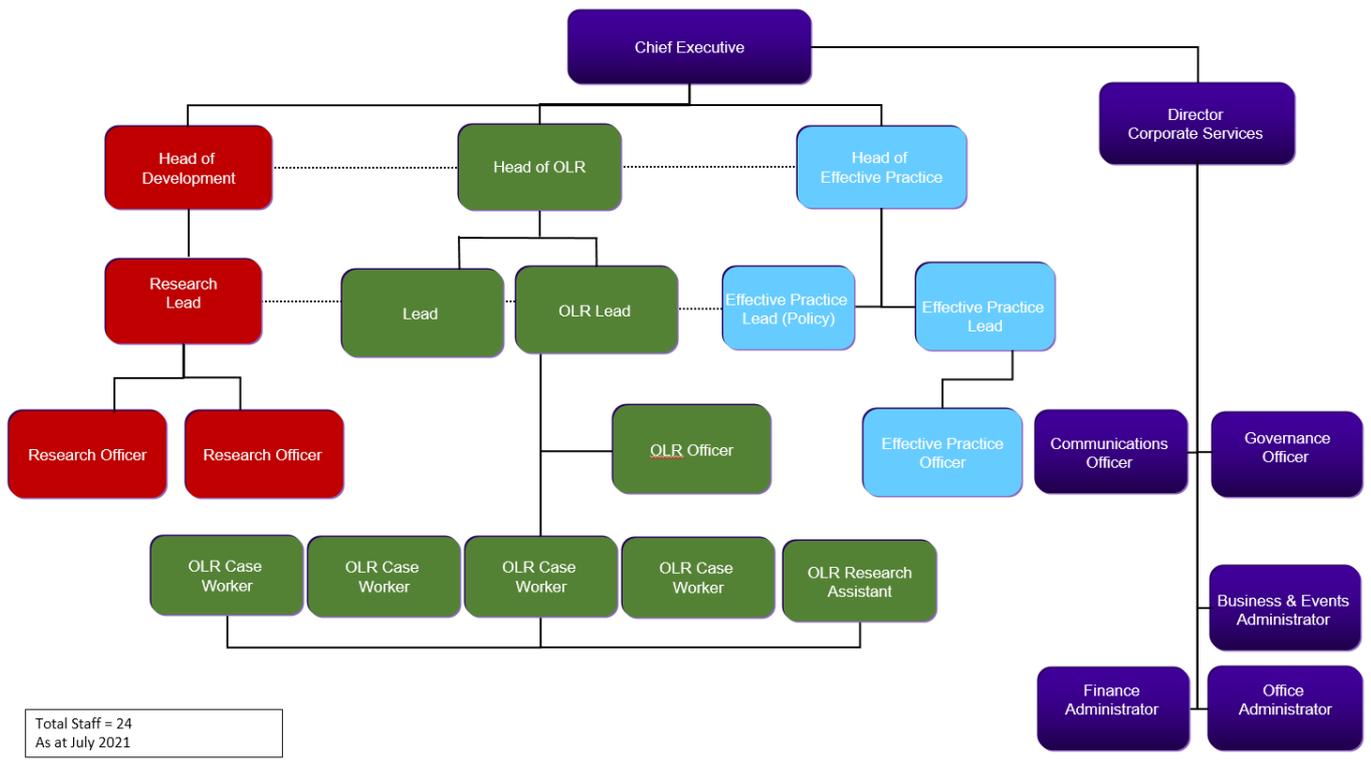
- Delivering and evaluating education and training in relation to, the assessment and minimisation of risk.

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.

In addition, the post holder will support the development and implementation of a range of projects and initiatives designed to ensure the effective assessment and management of individuals who present a risk of serious harm.

3. ORGANISATION CHART



4. DIMENSIONS

Important dimensions include:

Oversight and management of development projects in relation to the following RMA strategic aims:

- Advance evidence-based, effective and ethical risk practice.
- Delivery of evidence-based, effective and ethical risk practice.
- Working with partner agencies to evaluate the quality and impact of risk practice.

Oversight and management of projects in relation to the RMA functions of Standards and Guidelines, Education and Training, Accreditation, Promoting Effective Practice, Risk Management Plans, Research and Policy.

Provide assurance and appropriate escalation to the Head of OLR and Senior Management Team 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 stakeholders within Scottish Government, Scottish Prison Service, Social Work Scotland and the Forensic Network.

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

Deputise for Research Lead and support RMA functions including:

- Carrying out RMA research programme.

Deputise for Effective Practice Leads and support RMA functions including:

- Implementation of pilot programmes.
- Developing RMA policy and consultation responses.

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

- Quality assurance and appropriate escalation of Annual Implementation Reports.
- Quality assurance of the approval / rejection of initial RMP's and amended RMP's, 15 and 30 approximately
- Develop, maintain and administer accreditation of approximately 15 Assessors.

Line management of staff

5. MAIN ACCOUNTABILITIES

Strategy

- Contribute to the identification of strategic objectives in relation to the legislative functions of Policy, Promoting Effective Practice, Research, Standards and Guidelines, Education and Training, Accreditation and Risk Management Plans.
- Lead on initiatives identified from strategic objectives, overseeing and managing the delivery of such projects.
- Work within the Management Team and deputise for the Research Lead, Effective Practice Lead, OLR Lead and Head of OLR as required.

Policy

- Lead on identifying and developing RMA policy based on 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.

Research

- Design pilot schemes in relation to effective risk assessment and management that are based on findings from the RMA Research Programme.
- Lead responsibility for the development, implementation and evaluation of the pilot FGTR Secondary Assurance project. Develop an evaluation framework and lead the collection, monitoring, review and reporting of data relating to the FGTR Secondary Assurance pilot. Identify areas for on-going improvement, learning and development in relation to Risk Management Plans, and provide recommendations in respect of the future of the project.
- Contribute to keeping under review information about the provision of services in Scotland.
- Maintaining current knowledge on risk assessment and management, and staying up-to-date in terms of developments across criminal justice policy, practice and partners.

Education and Training

- Lead on the development and evaluation of education and training initiatives in relation to the assessment and minimisation of risk.
- Design and evaluate initiatives aimed at addressing identified areas of need within justice.
- Design and review quality assurance and evaluation methods.
- Provide training and support to RMA Lead roles in the FGTR secondary assurance process to enable cover as and when required.
- In collaboration with the Scottish Prison Service Learning and Development Team, design, provide and support the delivery of training products relevant to FGTR secondary assurance. This could include focus groups, group workshops and individual tutorials that will support with staff CPD relevant to this function.

Standards and Guidelines

- Lead on the development, review and communication of a range of standards, guidelines and guidance relating to risk assessment and management practice.
- Engage with public protection agencies to advance policy development and implementation regarding a consistent approach to risk management.
- Review implementation of Standards and Guidelines in relation to the assessment and minimisation of risk, identifying change requirements.

Promoting Effective Practice

- Promote effective policy development and implementation, and engagement with justice agencies in Scotland.
- Support with the development, delivery and continuous improvement of national practices in respect of the FGTR secondary assurance process. Promoting effective risk assessment and management, ensuring compliance with legislation and policy, and drawing from relevant research.
- Represent the RMA on and contribute to a range of national working groups, etc. – providing advice, guidance and support as required, in order to influence current thinking and promote effective practice.

Risk Management Plans

- Contribute to the continuous development of the RMA's approach to formulation and risk management planning.

Accreditation

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

Operational

- Manage, supervise and support staff.
- Ensure effective information management processes are followed to support effective communication, security and accuracy of data.
- Be responsible for managing projects effectively, timeously and in adherence to recognised project management standards and processes.
- Provide Secondary Assurance of FGTR applications that meet the criteria for 'complex cases.' Assess and evaluate Risk Management Plans against the Standards and Guidelines and draft relevant guidance to be provided to the SPS for review by the Head of OLR.
- Develop, maintain and review operational procedures for the internal process in respect of the FGTR function.
- In collaboration with SPS, develop, maintain and review the operational protocol that supports the progression of an FGTR application to the RMA for secondary assurance.
- Encourage, promote and facilitate an organisational culture characterised by reflective practice, and continuous professional development.
- Monitor and maintain any databases or information sources.
- Draft and present papers to Senior Management Team, Board / Committees and external groups.
- Identify and escalate, as appropriate to the Head of OLR, emerging issues/risks to the delivery of development initiatives.
- Deputise for the Head of OLR when required.

Engagement

- 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

The post holder is required to manage all delegated issues for this programme of work, and to develop and progress longer term solutions to issues that arise. The post-holder is responsible for ensuring that the senior management team is adequately informed of developments on relevant issues.

The post-holder has the authority to deputise for other Lead positions within the RMA. This includes deputising for the OLR Lead role within the evaluation process for risk management plans and annual implementation reports. The post-holder also has the authority to deputise for the Development Lead in relation to the oversight and management of the RMA research programme. The post-holder may deputise for the Effective Practice Leads in terms of forming RMA responses to consultations and leading on policy development and implementation.

The post holder will report to the Head of OLR within the RMA.

7. COMMUNICATIONS

The internal contacts of the post include all members of the RMA Board and staff group.

The main external contacts of the post are:

- Scottish Prison Service staff including RMT Chairs, heads of psychology, Deputy Governors and headquarters staff.
- Justice Social Work Staff, including practitioners, line managers, heads of service and business support.
- Social Work Scotland.
- The Judicial Institute.
- The Scottish Government.
- Academics as required to advice / support etc.
- Media.
- Politicians.

Project Boards, Working Groups and Interest groups either autonomously as the RMA representative, or on occasions on behalf of the Head of Development or Chief Executive.

A variety of communication methods are used, with an increasing focus on online media.

8. COMPLEXITY

The main sources of complexity are:

- Sensitive, confidential and complex nature of the case work and advice giving function.
- Ensuring the rigorous scrutiny of high-profile cases involving risk of serious harm to promote proportionate risk practice and safeguard public protection.
- Forming judgements and making recommendations regarding the evaluation of Risk Management Plans for FGTR applications deemed to meet complex case criteria.
- Development of processes and protocols to facilitate the RMAs efficient delivery of the secondary assurance function.
- Development of evaluation framework and implementation.
- Developing training which is empirically supported and responsive to the needs of the intended audience.

- Forming judgements and making recommendations regarding the evaluation and approval of complex Risk Management Plans for individuals on the OLR sentence, Annual Implementation Reports and accreditation applications in compliance with legislation.
- Setting and promoting a consistent standard of responsible practice across a broad range of professional disciplines and contexts.
- Influencing change and promoting quality improvement in national policy, strategy and practice.

9. EXPERIENCE, KNOWLEDGE AND SKILLS REQUIRED

Experience

- Degree and relevant professional/post-graduate qualification
- Experience of line management, and the ability to confidently lead a team to meet operational and strategic objectives.
- Experience of managing case work within the fields of justice, social work or law.
- Experience in the application of risk assessment methods.

Knowledge

- Knowledge of theory, research and practice in the field of risk assessment and management.
- Knowledge and understanding of relevant legislation and policy areas.
- An understanding of the wider professional context within which the RMA operates.

Skills

- Ability to analyse and evaluate complex information against set criteria to identify improvements and formulate recommendations for action.
- A track record of supporting and influencing effective practice through a range of activities such as policy or process development, training or consultancy.
- Ability to network and communicate with a range of external committees, groups, agencies and individuals; and to influence operational staff as well as senior managers and civil servants.
- Ability to produce written work of a standard suitable for external circulation and/or publication.
- Ability to design and deliver learning and development programmes.
- Ability to lead the implementation of national initiatives.
- Excellent relationship management skills, communication, facilitation and presentation skills including the ability to convey complex and sensitive information.

- Ability to work on their own initiative with the ability to work autonomously to lead and manage delegated projects.

10. AGREEMENT

Job Holder Name (Printed):

Signature:

Date:

Director Corporate Services:

Signature:

Date: