

## **OLR TEAM MANAGER - JOB DESCRIPTION**

Permanent - Full Time 37 hours per week

### **1. JOB DETAILS**

Job Title: **OLR Team Manager**  
Immediate Manager: Head of OLR

Grade: 7                      Hay Score: 551

### **2. JOB PURPOSE**

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

#### **RISK MANAGEMENT PLANS**

- Evaluate Risk Management Plans to determine whether they meet the published Standards and Guidelines.
- Evaluate whether persons with functions in the Risk Management Plan are having regard to published Standards and Guidelines in implementing the plan.
- Contribute to the development of the form of risk management plans.
- Review implementation of the Risk Management Plan form, identifying change requirements.

#### **STANDARD AND GUIDELINES**

- Contribute to the continual development of Standards and Guidelines through assessment of application.

#### **EDUCATION AND TRAINING**

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

#### **ACCREDITATION**

- Administer and keep under review the scheme of accreditation for Accredited Assessors.

#### **RESEARCH**

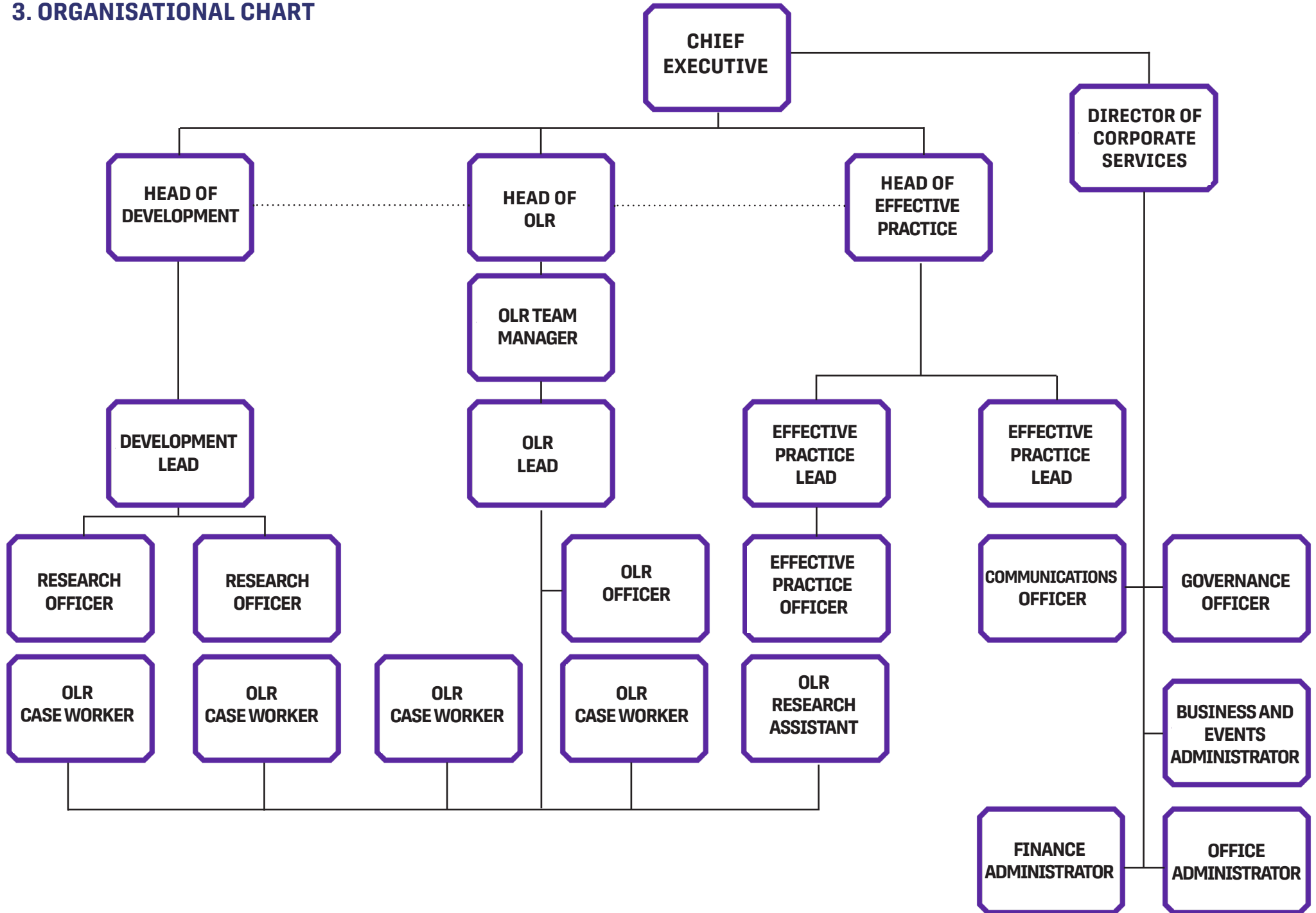
- Contribute to the development of a research agenda for the OLR team. Lead research projects as directed by the Head of OLR.
- Implementation of pilot schemes: Initially this will include a 4 year pilot of a secondary assurance process. This will evaluate the quality of risk assessments and risk management plans for complex cases related to First Grant of Temporary Release (FGTR) by life sentence prisoners.

#### **POLICY**

- Promoting effective practice;
- Providing advice and recommendations to the Scottish Ministers

The role will also contribute to the operational oversight for related RMA Policy and Research functions.

### 3. ORGANISATIONAL CHART



## 4. DIMENSIONS

Important dimensions include:

Line management of senior team members, including the OLR officer and OLR lead.

Oversight of all operational work streams relating to the OLR, including: accreditation, RMP and AIR evaluation, administration and reporting.

Leading the development, implementation and evaluation of the FGTR pilot project in collaboration with the Scottish Prison Service and Scottish Government.

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 senior 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 the Head of OLR as required.

## 5. MAIN ACCOUNTABILITIES

### STRATEGY

- Contribute to the identification and implementation of strategic objectives in relation to the legislative functions of Accreditation, Standard and Guidelines, Risk Management Plans, Policy and Education and Training.
- Contribute to the development of strategic objectives into a programme of deliverable projects. Oversee the management of resources as directed by the Head of OLR to achieve the effective delivery of outcomes.
- Deputise for the Head of OLR; attend and contribute to the Senior Management Team as required.

### RISK MANAGEMENT PLANS

- Lead the review, development, and implementation of risk management plan approval and implementation processes to ensure continuous improvement in line with legislation, policy and effective practice
- Provide assurance to the Head of OLR on the effective delivery of risk management plan approval and implementation processes; highlighting issues and risks, making judgements and recommendations, escalating as appropriate.
- Contribute to the development of the form of risk management plans.
- Review implementation of the Risk Management Plan form, identifying change requirements.

### STANDARDS AND GUIDELINES

- Review implementation of Standards and Guidelines in relation to the assessment and minimisation of risk, identifying change requirements and contributing to the development of publications.

## **5. MAIN ACCOUNTABILITIES (CONT.)**

### **EDUCATION AND TRAINING**

- Contribute to the development and delivery of education and training provided by RMA.
- Working with the Development and Effective Practice teams to identify training needs and develop methods of education to support effective practice.

### **ACCREDITATION**

- Regularly review and develop the implementation of accreditation and approval processes to ensure continuous improvement in line with legislation, policy and effective practice.

### **RESEARCH**

- Contribute to the development of a research agenda for the OLR team. Lead research projects as directed by the Head of OLR.
- Keep under review the provision of services in Scotland. Ensure research and development programmes are of a standard suitable for external circulation and/or publication.
- Lead responsibility for the development, implementation and evaluation of the pilot FGTR Secondary Assurance project.

### **POLICY**

- Provide advice to the RMA Board and Ministers on policy and research.

### **PROMOTING EFFECTIVE PRACTICE**

- Contribute as a senior representative of the RMA to a range of national working groups, parliamentary committees, judicial groups etc - providing advice, guidance, support and resources as required, in order to influence current thinking and promote effective practice

### **OPERATIONAL**

- Lead and manage the Order for Lifelong Restriction 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 operational performance.
- Ensure all activities are supported by appropriate procedures and that effective measures are in place to ensure operational compliance with set procedures.
- Lead on the continual development of the OLR case management system.
- Identify emerging issues/risks, analyse their impact and propose solutions to the Head of OLR for consideration.
- Ensure effective information management processes are in place which support effective communication, security and accuracy of data.

### **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 Team Manager role requires a high level of autonomy. 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 contribute to 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 authority 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 have authority for the evaluation of annual implementation reports and determine whether plans are being implemented effectively

The post-holder has a key role in engaging with external stakeholders; they therefore 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 and parliamentary committees.

The post-holder will be responsible for developing, implementing and evaluating a process of evaluation for First Grant of Temporary Release applications for complex cases. Whilst support will be available, it is anticipated that the post-holder will proactively and independently undertake this programme of work, reporting progress and raising risks as appropriate to the Head of OLR. This project is anticipated to be 3-4 years in duration.

## 7. COMMUNICATIONS

The internal contacts of the post include direct reporting to the Head of OLR. The role holder will build and maintain effective communication with all members of the staff group, Accredited Assessors and the RMA Board.

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 delivery 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 identify areas for 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 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 overseeing case management/allocation systems.
- Experience of developing and delivering training provision.
- Experience of developing and implementing operational procedures to support the achievement of best practice and operational and strategic objectives.
- A track record of leading improvement or development initiatives.
- 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 (Print): \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_ / \_\_\_ / \_\_\_\_\_

Director of Corporate Services (Print): \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_ / \_\_\_ / \_\_\_\_\_