

# Business Plan

## 2012/13

*Working towards a Safer Scotland*







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Our contribution to the  
Scottish Government's  
National Objectives



## MISSION STATEMENT

The RMA aims to establish and promote best practice in the risk assessment and management of offenders through its commitment to **continuous improvement, innovation, research and excellent quality standards.**

# Background

The RMA Business Plan outlines our priorities and key tasks for the forthcoming year. The plan identifies the activities that will contribute to the achievement of five strategies as set out in our Corporate Plan 2010-2013.

The strategies are:

- 1. Best Practice**
- 2. Research and Innovation**
- 3. Setting the Standard**
- 4. Raising the Standard and**
- 5. Improving the Service.**

These strategic targets are in turn aligned to five of the Scottish Governments National Outcomes, thus ensuring that all RMA activity directly supports the development and implementation of national policy initiatives and ultimately the national strategic objective of making Scotland Safer and Stronger.

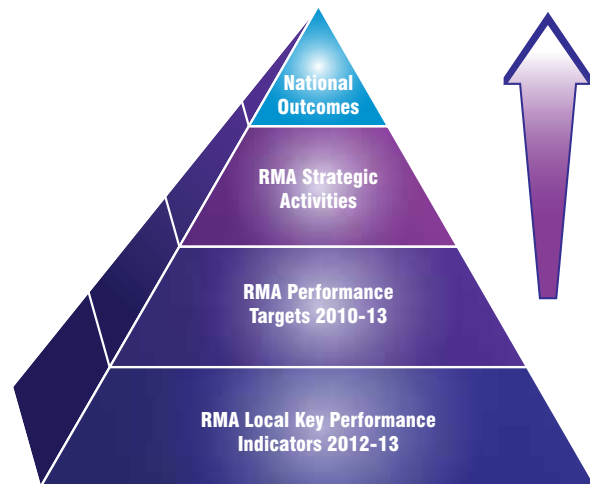
National Outcomes of the Scottish Government	
<b>No 3</b>	We are better educated, more skilled and more successful, renowned for our research and innovation
<b>No 8</b>	We have improved the life chances for children, young people and families at risk
<b>No 9</b>	We live our lives safe from crime, disorder and danger
<b>No 14</b>	We reduce the local and global environmental impact of our consumption and production
<b>No 15</b>	Our public services are high quality, continually improving, efficient and responsive to local peoples needs

The RMA strives to support Safer and Stronger communities and achieve the National Outcomes above through its focus on rigorous risk assessment and risk management policies and practices that aim to minimise the risk of harmful reoffending behaviour.

# Introduction

2011-12 formed the second year of the RMA's three-year corporate plan. Key items of work were undertaken during this period to deliver progress against our targets and ensure the RMA remained on track to achieve corporate aims and objectives. This business plan devised for 2012-13 constitutes the final element of the current corporate plan; it builds upon the achievements to date and sets the route map for the future work of the RMA over the next twelve months. Important decisions have been made to ensure that budget restraints are managed effectively and resources maximised to continue delivery of our commitment to best practice and excellent quality standards.

The business plan is structured per our five strategies, outlining the set of performance targets and key performance indicators that contribute to each. These groupings of measurable tasks demonstrate how our targets will be achieved and how their delivery correlates to our strategic aims and national outcomes:



This document provides the operational template for staff, senior managers and Board members, setting the targets and deliverables that will ensure the completion of the corporate plan 2010-13.

The 2012-13 Business Plan contains 32 key performance indicators that will contribute to our 5 strategies:

STRATEGY	No. of KPI's
<b>Strategy 1 (S1) Best Practice</b>	<b>6</b>
<b>Strategy 2 (S2) Research &amp; Innovation</b>	<b>4</b>
<b>Strategy 3 (S3) Setting the Standard</b>	<b>8</b>
<b>Strategy 4 (S4) Raise the Standards</b>	<b>5</b>
<b>Strategy 5 (S5) Improving the Service</b>	<b>9</b>
<b>Total</b>	<b>32</b>

# Strategy 1 (S1)

## To promote Best Practice in the assessment and management of risk of harm to others

This long term objective is broken down into two strategic activity areas:

### **S11 Supporting Evidence-Based Policy**

We work towards achieving best practice through ensuring our contribution and influence to policies and practices through stakeholder engagement and critical working parties

### **S12 External Events**

Through coordinating national and international conferences, workshops and training events we can work towards promoting best practice to target audiences within the field of risk assessment and risk management

Strategy 1 is also supported by a set of performance targets that over the next three years include the following:

### **Performance Targets**

- To provide evidence of general adoption of RMA standards and guidelines across agencies and offender groups
- To establish effective formalised partnerships with key partners
- To deliver two internationally recognised self-sustaining conferences
- To establish open and transparent engagement practices with international partners who allow sharing and critical reflection on best practice
- To be recognised as pioneers in developing best practice in new areas

The table overleaf outlines the Key Performance indicators for 2012-13 that will contribute to the delivery of Strategy 1 and demonstrates the alignment of our targets to the Scottish Government National Outcomes. A finance code is also assigned to each KPI, to demonstrate how resources have been allocated to the achievement of our objectives. The finance code relates to an area as defined in the budget table for 2012-13 on page 14

KPI Ref. No.	Local Key Performance Indicators 2012-13	Performance Targets 2010-13	RMA Strategic Activity	Scottish Government National Outcomes					Finance code
				No 3	No 8	No 9	No 14	No 15	
130	Research and deliver training events on a cost neutral basis	To be recognised as pioneers in developing best practice in new areas	S12 External Events	✓	✓	✓		✓	F2
131	Deliver consultation events to support the publication of version 3 of RATED	To be recognised as pioneers in developing best practice in new areas	S12 External Events S34 Publications S25 Research and Evaluation	✓	✓	✓		✓	F2 F4
132	Develop FRAME stakeholder engagement strategy	To establish effective formalised partnerships with key partners	S11 Supporting evidence-based policy	✓	✓	✓		✓	F2
133	Investigate interactive electronic solutions to promote best practice	To be recognised as pioneers in developing best practice in new areas	S11 Supporting evidence-based policy S43 information dissemination S52 communications	✓	✓	✓		✓	F4
134	Review of supporting best practice section of the website (FRAME)	To establish effective formalised partnerships with key partners	S11 Supporting evidence-based policy	✓	✓	✓		✓	F2
135	Contribute to the ongoing development and revision of stakeholder risk practice policies, procedures and guidance	To establish effective formalised partnerships with key partners To be recognised as pioneers in developing best practice in new areas	S11 Supporting evidence-based policy	✓	✓	✓		✓	F2

# Strategy 2 (S2)

## To promote Scotland as an international leader in research and innovation in the field of offender risk assessment and risk management

This long-term objective is broken down into five strategic activity areas:

### **S21 FRAME**

The development and dissemination of a consistent and shared approach to risk management practice through an ambitious programme of change known as FRAME:

a Framework for Risk Assessment, Management and Evaluation

### **S22 LSCMI**

Supporting and participating in the national adoption of the LSCMI, a case management inventory, to ensure that it is implemented in a manner consistent with the above FRAME programme

### **S23 SA07**

We will deliver an evaluation of the risk assessment tool, Stable and Acute 2007 and its contribution to the management of sex offenders

### **S24 Offender Risk / Need Profiles**

We will make use of the data arising from the implementation of LS/CMI to increase understanding of offender types, and so inform practice, service delivery and policy

### **S25 Research and Evaluation**

We will continue to identify and provide means by which we may further Scotland's knowledge and expertise in risk assessment and management

Strategy 2 is also supported by a set of Performance Targets that over the next three years include the following:

### **Performance Targets**

- To publish papers in peer-reviewed journals
- To create a research platform on the RMA website for publications of papers and peer dialogue
- To support Scottish Government's objectives in key projects by contributing to research activity

The table overleaf outlines the Key Performance indicators for 2012-13 that will contribute to the delivery of Strategy 2 and demonstrates the alignment of our targets to the Scottish Government National Outcomes. A finance code is also assigned to each KPI, to demonstrate how resources have been allocated to the achievement of our objectives. The finance code relates to an area as defined in the budget table for 2012-13 on page 14



KPI Ref. No.	Local Key Performance Indicators 2012-13	Performance Targets 2010-13	RMA Strategic Activity	Scottish Government National Outcomes					Finance code
				No 3	No 8	No 9	No 14	No 15	
260	Establish agreement with stakeholders on the need to produce normative data on commonly used actuarial risk assessment tools (LS/CMI, SA07)	To support Scottish Government's objectives in key projects by contributing to research activity	S21 FRAME S22 LS/CMI S24 Offender risk/need profiles S25 Research & Evaluation	✓	✓	✓		✓	F2
261	Establish necessary mechanism to allow for the evaluation of LS/CMI practice	To support Scottish Government's objectives in key projects by contributing to research activity	S21 FRAME S22 LS/CMI S24 Offender risk/need profiles S25 Research & Evaluation	✓	✓	✓		✓	F2 F4
262	Maintain OLR data tables to support RMA functions	To support Scottish Government's objectives in key projects by contributing to research activity	S25 Research & Evaluation	✓	✓	✓		✓	F2
263	Secure funding and agree project implementation plan with stakeholders to Enhance Effective Practice In Community Supervision	To support Scottish Government's objectives in key projects by contributing to research activity	S25 Research & Evaluation	✓	✓	✓		✓	F2 F5 (additional funds)

# Strategy 3 (S3)

## To continuously improve risk practice through setting the standard and promoting compliance amongst our stakeholders

This long-term objective is broken down into four strategic activity areas:

### S31 Accreditations

We will ensure that evidence of a high standard is provided before persons (Assessors) and manners (methods) are accredited by the RMA

### S32 Quality Assurance of Risk Assessment Reports

We will develop systems to monitor quality to ensure sustained best practice in the preparation of Risk Assessment Reports

### S33 Quality Assurance of the Risk Management

#### Planning Process

We will maintain an effective and robust process to achieve consistent quality assurance in fulfilling our statutory obligations for the approval of risk management plans

### S34 Publications

We will produce a portfolio of resources and data that will inform and support practitioners to assure the effectiveness of risk management working practices. In addition, we will continue to revise RATED, the Risk Assessment Tools Evaluation Directory and through this and other means provide updated guidance on the development and provenance of the range of internationally available tools

Strategy 3 is also supported by a set of Performance Targets that over the next three years include the following:

### Performance Targets

- To develop FRAME through the engagement and commitment of key stakeholders
- To promote FRAME as the national authoritative standard to follow in the risk assessment of offenders
- To increase the number of accredited assessors to approximately 25, extending their representation geographically and by discipline\*
- To provide evidence that the review of the Risk Management Plan approval process is sustainable and maintains integrity with regards to its legislative intent
- To have successfully engaged with social work and forensic psychology departments in leading Universities to encourage incorporation of RMA practice standards in core curriculum of relevant programmes
- To ensure that Scottish Prison Service and Scottish Police Service have adopted RMA practice standards in their colleges' core curricula

The table overleaf outlines the Key Performance indicators for 2012-13 that will contribute to the delivery of Strategy 3 and demonstrates the alignment of our targets to the Scottish Government National Outcomes. A finance code is also assigned to each KPI, to demonstrate how resources have been allocated to the achievement of our objectives. The finance code relates to an area as defined in the budget table for 2012-13 on page 14

KPI Ref. No.	Local Key Performance Indicators 2012-13	Performance Targets 2010-13	RMA Strategic Activity	Scottish Government National Outcomes					Finance code
				No 3	No 8	No 9	No 14	No 15	
352	Finalise the development of RMP processes for the management of OLR offenders, in line with revised Standards & Guidelines	To provide evidence that the review of the Risk Management Plan approval process is sustainable and maintains integrity with regards to legislative intent	S33 Quality Assurance of the Risk Management Planning Process	✓	✓	✓		✓	F2
353	Conduct a governance review of RMP Committee procedures	To provide evidence that the review of the Risk Management Plan approval process is sustainable and maintains integrity with regards to legislative intent	S33 Quality Assurance of the Risk Management Planning Process	✓	✓	✓		✓	F2 F4
354	Document and implement revised internal RMA Accreditation processes	To develop new systems and processes for our portfolio of services	S31 Accreditations	✓	✓	✓		✓	F2 F4
355	Publication of the revised OLR Standards and Guidelines and guidance for Risk Management Planning that are aligned to FRAME	To provide evidence that the review of the Risk Management Plan approval process is sustainable and maintains integrity with regards to legislative intent	S33 Quality Assurance of the Risk Management Planning Process	✓	✓	✓		✓	F2
356	Publication of the revised OLR Standards and Guidelines and guidance for Risk Assessment that are aligned to FRAME	To promote FRAME as the national authoritative standard to follow in the risk assessment of offenders	S32 Quality Assurance of Risk Assessment Reports	✓	✓	✓		✓	F2
357	Publish version 3 of RATED	To support Scottish Government objectives in key projects by contributing to research activity	S34 Publications S25 Research and Evaluation	✓	✓	✓		✓	F4
358	Support the implementation of the revised Standards and Guidelines	To establish effective formalised partnerships with key partners	S33 Quality Assurance of the Risk Management Planning Process S43 Information Dissemination	✓	✓	✓		✓	F2 F4
359	Accredit Manner governing Risk Assessment Reports	To provide evidence of improvement in risk assessment and risk management	S32 Quality Assurance of Risk Assessment Reports	✓	✓	✓		✓	F2

# Strategy 4 (S4)

**To raise the standards in risk assessment and management by facilitating and extending access to RMA standards and guidelines through education and training**

This long-term objective is broken down into three strategic activity areas:

## **S41 Generic Training Activities to support FRAME**

We will collaborate with our partners to build skills development programmes to prepare and support all those working within FRAME

## **S42 Tier-Specific Training to support each tier of FRAME**

We will collaborate with our partners to identify and design training and development programmes appropriate to each of the three tiers of FRAME

## **S43 Information Dissemination**

We will promote effective dissemination of information by various media

Strategy 4 is also supported by a set of Performance Targets that over the next three years include the following:

## **Performance Targets**

- To establish a tiered competency framework that supports FRAME
- To develop a skills development programme for potential accredited assessors
- To provide evidence of improvement in risk assessment and risk management through Inspectorates' Reports

The table overleaf outlines the Key Performance indicators for 2012-13 that will contribute to the delivery of Strategy 4 and demonstrates the alignment of our targets to the Scottish Government National Outcomes. A finance code is also assigned to each KPI, to demonstrate how resources have been allocated to the achievement of our objectives. The finance code relates to an area as defined in the budget table for 2012-13 on page 14

KPI Ref. No.	Local Key Performance Indicators 2012-13	Performance Targets 2010-13	RMA Strategic Activity	Scottish Government National Outcomes					Finance code
				No 3	No 8	No 9	No 14	No 15	
439	Monitor the quality of LS/CMI training	To provide evidence of improvement in risk assessment and risk management	S41 Generic training activities to support FRAME	✓	✓	✓		✓	F2
440	Continue engagement with LS/CMI trainers and mentors	To provide evidence of improvement in risk assessment and risk management	S41 Generic training activities to support FRAME	✓	✓	✓		✓	F2 (additional funded resource)
441	Develop a quality assurance model for LS/CMI	To provide evidence of improvement in risk assessment and risk management	S41 Generic training activities to support FRAME	✓	✓	✓		✓	F2 (additional funded resource)
442	Engage stakeholders and produce implementation plan for RMPP training course	To establish a tiered competency framework that supports FRAME	S42 Tier-specific training to support each tier of FRAME	✓	✓	✓		✓	F1 F2 F4
443	Support ACPOS review of the Offender Management Course	To establish a tiered competency framework that supports FRAME	S41 Generic training activities to support FRAME	✓	✓	✓		✓	F2

# Strategy 5 (S5)

**To increase efficiencies and effectiveness of internal processes and use of resources with the aim of improving the service we deliver**

This long-term objective is broken down into six strategic activity areas:

## **S51 Human Resources**

We will adhere to our human resource policies and align our activities to the corporate strategies

## **S52 Communications**

We will review, update and implement internal and external communication policies and procedures in line with the corporate strategies

## **S53 Information Technology**

We will investigate and realise potential in IT applications and exploit its use to support and improve the services we provide

## **S54 Governance and Management**

We will enhance systems that facilitate the governance of RMA management processes

## **S55 Finance**

We will maximise our capabilities through effective financial management

## **S56 Sustainability**

We will work to maintain corporate sustainability for the RMA while ensuring that we reduce our impact on the environment

Strategy 5 is also supported by a set of Performance Targets that over the next three years include the following:

## **Performance Targets**

- To establish more sustainable and flexible channels of distribution of resources
- To maintain a staffing structure that will respond to our strategic direction
- To develop new systems and processes for our portfolio of services
- To establish reward systems to maintain a highly skilled and adaptable workforce
- To establish increased focus on project management capabilities (OLR, Project Development and delivery)
- To review and update website content and functionality
- To investigate the feasibility of portal development
- To create income generating activities
- To establish security measures for data protection
- To undertake a review of staff handbook, appraisal and performance management systems
- To establish and implement our environmental policy at work
- To consider and plan for the relocation of RMA offices

The table overleaf outlines the Key Performance indicators for 2012-13 that will contribute to the delivery of Strategy 5 and demonstrates the alignment of our targets to the Scottish Government National Outcomes. A finance code is also assigned to each KPI, to demonstrate how resources have been allocated to the achievement of our objectives. The finance code relates to an area as defined in the budget table for 2012-13 on page 14

KPI Ref. No.	Local Key Performance Indicators 2012-13	Performance Targets 2010-13	RMA Strategic Activity	Scottish Government National Outcomes					Finance code
				No 3	No 8	No 9	No 14	No 15	
576	Implement Project Plan for the relocation of RMA offices	To consider and plan for the relocation of RMA offices	S51 Human Resources S56 Sustainability					✓	F2
577	Develop and implement new Relocation Policy	To consider and plan for the relocation of RMA offices	S51 Human Resources S56 Sustainability					✓	F2
578	Investigate electronic solutions for RMA publications	To establish more sustainable and flexible channels of distribution of resources To develop new systems and processes for our portfolio of services To investigate the feasibility of portal development	S51 Human Resources S56 Sustainability	✓			✓	✓	F4
579	Review Line Manager capabilities to support updated RMA HR Policies and Procedures	To undertake a review of staff handbook, appraisal and performance management systems	S51 Human Resources S54 Governance and Management	✓				✓	F4
580	Conduct a work study analysis of OLR case Management	To maintain a staffing structure that will respond to our strategic direction	S51 Human Resources					✓	F2
581	Develop a Finance Manual and review financial Policies and Procedures	To develop new systems and processes for our portfolio of services	S55 Finance					✓	F2
582	Review the provision of information to RMA Board and Committees	To develop new systems and processes for our portfolio of services	S54 Governance & Management S51 Human Resources					✓	F2
583	Engage with RMA Board and Sponsor Department to deliver strategic planning for 2013-2016		S54 Governance & Management					✓	F2 F4
584	Implement an electronic solution to host 'restricted' level files and integrate existing data into new system	To develop new systems and processes for our portfolio of services	S53 Information technology S54 Governance & Management	✓			✓	✓	F2

# Budget 2012-13

**The budget has been prepared in the knowledge the RMA will receive a 6.6% cut to its funding in 2012-13. This will effectively reduce the RMA's funds from £1,000,000 to £934,000 for 2012-13.**

The budget is based upon previous expenditure and from conducting a needs analysis of requirements for further investment to support projects. The Risk Management Authority budget facilitates the current structure of 13 staff and 8 Board members.

The RMA's budget is broken down into five areas comprising Income, Staffing costs, Accommodation & Infrastructure, Administration Overheads and Development & Delivery costs:

The primary source of funding for the Risk Management Authority comes from the Scottish Government in the form of grant-in-aid to a Non Departmental Government Body. The Comprehensive Spending Review in 2011 outlined the pressures facing future public spending and the need for significant funding cuts to be endured by public sector organisations. The RMA budget for 2012-13 reflects this position and constitutes a budget reduction in comparison to previous years.

	Budget 2012-13 £s	Finance Code
<b>INCOME</b> <span style="float: right;"><b>F1</b></span>		
Conferences	29,000	
<b>TOTAL</b>	<b>29,000</b>	
<b>STAFFING COSTS</b> <span style="float: right;"><b>F2</b></span>		
Staff Salaries	571,250	
Board Salaries	50,266	
Recruitment & Development	15,000	
Travel & Subsistence	22,000	
<b>TOTAL</b>	<b>658,515</b>	
<b>ACCOMMODATION &amp; INFRASTRUCTURE</b> <span style="float: right;"><b>F3</b></span>		
Accommodation	86,620	
IT & Telecoms	23,912	
<b>TOTAL</b>	<b>110,532</b>	
<b>ADMINISTRATION OVERHEADS</b> <span style="float: right;"><b>F4</b></span>		
Professional Fees	41,404	
Administration	30,400	
Capital	5,000	
<b>TOTAL</b>	<b>76,804</b>	
<b>DEVELOPMENT &amp; DELIVERY</b> <span style="float: right;"><b>F5</b></span>		
Conferences and Seminars	29,000	
Temporary Research Assistants	52,286	
Research Work	30,000	
Publications	5,000	
<b>TOTAL</b>	<b>116,286</b>	
<b>TOTAL OPERATING COSTS</b>	<b>962,137</b>	
<b>TOTAL BUDGET ALLOCATION</b>	<b>933,137</b>	

YEAR	BUDGET
2008-09	£1,500,000
2009-10	£1,250,000
2010-11	£1,000,000
2011-12	£1,000,000
2012-13	£934,000



# Conclusion



The Risk Management Authority (RMA) Business Plan for 2012-13 outlines our activities for the forthcoming year, noting the contributions they will make to our strategic aims, the RMA Corporate Plan 2010-13 and the Scottish Government's National Outcomes.

The RMA's statutory functions include the management of a number of processes related to the Order for Lifelong Restriction (OLR), and the promotion of effective practice through a range of advisory, research, training and communications activities.

The focus of our efforts for the year ahead will be the continuation of our wide ranging support to the improvement of current risk practice in Scotland, and the development of new methods to enhance community supervision. We look forward to meeting the challenges these represent and to continuing to support effective practice in the assessment and minimisation of risk.

Due to the year on year rise in the number of OLR cases, the RMA anticipates a steady increase in workload associated with the approval and review of risk management plans. With funding expected to reduce by 6.6% in 2012-13 the increase in OLR workload presents significant challenges for the RMA. Nevertheless, it will be evident from this plan that great effort has been made to maximise our resources and maintain our commitment to continuous improvement, innovation, research and excellent quality standards.

# Glossary

Acronym	Full Term	Definition
ACPOS	Association of Chief Police Officers in Scotland	Association of all chief police officers and some senior police staff of the 8 Scottish police forces, the Scottish Crime and Drug Enforcement Agency, the Scottish Police College and the Assistant Chief Constable of the British Transport Police (Scotland)
FRAME	Framework for Risk Assessment, Management and Evaluation	RMA-developed structured and shared approach to risk practice
LS/CMI	Level of Service / Case Management Inventory	Risk Assessment Tool
OLR	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 minimum period in secure custody
RATED	Risk Assessment Tool Evaluation Directory	Directory of Risk Assessment Tools
RMP	Risk Management Plan	Required by law for an offender subject to an Order for Lifelong Restriction. A Risk Management Plan is prepared by the lead authority and approved by the RMA
RMPP	Risk Management Planning and Practice	Training programme based upon the RMA's Standards and Guidelines
SA07	Stable and Acute 2007	Risk Assessment Tool



***Working towards a Safer Scotland***

**Risk Management Authority**

St James House  
25 St James Street  
Paisley  
PA3 2HQ

Telephone: 0141 567 3112  
Fax: 0141 567 3111  
email: [info@rmascotland.gsi.gov.uk](mailto:info@rmascotland.gsi.gov.uk)

[www.rmascotland.gsi.gov.uk](http://www.rmascotland.gsi.gov.uk)

