

Risk Management Authority

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Business Plan  
2015-16





purpose:  
make Scotland safer by setting the standard  
for risk practice to reduce reoffending  
and the harm that it causes

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# Introduction

The Risk Management Authority (RMA) is a non departmental public body (NDPB) funded by the Scottish Government. The RMA was established in 2005 under the Criminal Justice (Scotland) Act 2003, for the purpose of ensuring the effective assessment and minimisation of risk. Our functions involve the communication of best practice, drawing evidence from national and international research and development programmes to improve risk assessment and risk management approaches throughout Scotland<sup>1</sup>.

Our Corporate Plan 2013-16 contains a set of strategic aims that have been developed in alignment with Scottish Government National Outcomes and the Justice Strategy for Scotland. Our corporate objectives and strategies are linked to these Scottish Government strategies to ensure that the RMA directly supports the delivery of national policy initiatives and ultimately contributes to the national objective of making Scotland safer and stronger.

The RMA Business Plan 2015-16 sets out our objectives for the forthcoming year that will contribute to the achievement of our strategic aims. The plan provides a description of each objective in turn, outlines the associated milestones, and highlights the strategic approaches that each objective will contribute to.

## Plan Structure

The Business Plan objectives are grouped according to our three strategic aims: Strategic Aim 1 concerns risk assessment and management practices; Aim 2 concerns the processes that support the order for lifelong restriction sentence; and Aim 3 relates to our internal processes and governance arrangements.

In total the Business Plan contains 13 objectives that will facilitate the achievement of our strategic aims:

Strategic Aim	No. of Objectives
1	4
2	3
3	6
total	<b>13</b>

Objectives contained within the Business Plan feed directly into the RMA's staff performance management system – this approach supports staff awareness and understanding of the RMA's priorities for the forthcoming year, and breaks the objectives down into clearly defined individual roles and responsibilities.

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<sup>1</sup> "risk" means: the risk a person's being at liberty presents to the safety of the public at large. Criminal Justice (Scotland) Act 2003.

# Strategic Aim 1

The RMA will advance a shared framework of effective and ethical risk assessment and risk management practice

**Strategic Aim 1** concerns our contributions to risk practice. The RMA works closely with partner agencies to develop and promote risk assessment and management practices that are proportionate, meaningful and legitimate. And by supporting the practitioners who work within the field of criminal justice, helping them to carry out their work effectively and consistently, we contribute to our wider purpose of reducing reoffending and the harm that it causes.

Over the next three years we will foster practice that is built upon strong research and evidence by supporting the initial implementation of the Framework for Risk Assessment and Management (FRAME) and the introduction of revised Standards and Guidelines.

Our **Approach** to achieving Strategic Aim 1 will be delivered through three elements.

We will:

- A1.1** Inform policy decisions relating to risk assessment and management with learning from national and international research and practice
- A1.2** Promote the implementation of evidence based practices through the development of learning, quality assurance and evaluation resources
- A1.3** Develop and publish standards and guidelines

The table overleaf outlines the objectives devised for 2015-16 that will support the delivery of Strategic Aim 1, and highlights the Strategic Approaches that each objective contributes to.

## Business Plan Objectives 2015-16: Strategic Aim 1

### Objective 1: Learning & Development

Summary: The RMA will work with stakeholders to develop learning and development resources, to continue to advance the aim of consistent, defensible and ethical risk practice articulated in FRAME. A priority for 2015-16 is the provision of risk practice training. This will support the consistent approach to risk management now adopted within MAPPA guidance.

Ref	Objective milestones	Strategic Approach supported	
O1.1	Risk Practice Course: Consider delivery options and targeting of resources	A1.2	
O1.2	Risk Practice Course: Develop implementation plan and learning evaluation model	A1.2	
O1.3	Risk Practice Course: Deliver series of courses to CJSW practitioners	A1.2	
O1.4	RMPP Course: Review requirement for course based on risk practice learning evaluation outcomes	A1.2	
O1.5	EEPICS: Undertake training delivery of assessment module 1	A1.2	
O1.6	EEPICS: Undertake training delivery of module 2 – theory to practice	A1.2	
O1.7	EEPICS: Undertake training delivery of module 3 – practice skills	A1.2	

### Objective 2: Research & Evaluation

Summary: The RMA will develop and implement the initial phase of the Research priorities to provide the Board and stakeholders with information on a number of national initiatives. This includes the on-going evaluation of data from the LS/CMI system and the newly implemented MFMC programme for those convicted of sexual offences.

Ref	Objective milestones	Strategic Approach supported	
O1.8	OLR: Conduct an analysis of the feedback and guidance provided to case managers in relation to Risk Management Plans	A1.2	
O1.9	OLR: Conduct an analysis of the OLR profile data: establish data points and agree mechanism for recorded information and format	A1.2	
O1.10	OLR: Identify suitability of OLR profile data for multiple uses, including internal requirements for Board and staff; materials for seminars / conferences; and material for publications	A1.2	
O1.11	MFMC: Conduct an evaluation of the implementation process	A1.1	A1.2
O1.12	MFMC: Conduct a learning evaluation	A1.1	A1.2
O1.13	MFMC: Establish data sharing mechanisms and issue a tender for external evaluation	A1.1	A1.2

O1.14	MFMC: Produce an internal options appraisal of the MFMC contract	A1.1	A1.2
O1.15	LS/CMI: Examine the difference between routine intensive and Risk Of Serious Harm	A1.1	A1.2
O1.16	LS/CMI: Examine strengths and protective factors	A1.1	A1.2
O1.17	LS/CMI: Undertake a comparison study of the risk of serious harm profiles	A1.1	A1.2
O1.18	EEPICS: Commence research (in consideration of the approved research plan, cohort identified etc)	A1.2	
O1.19	EEPICS: Produce interim report	A1.2	
O1.20	RATED: Produce on-going updates to RATED content and continue development of the online delivery platform	A1.2	
O1.21	Risk Practice Course: Conduct learning evaluation of the course implementation	A1.2	
O1.22	SA07: Utilise visor data and produce a report on the utility of SA07	A1.1	A1.2
<b>Objective 3: Standards &amp; Guidelines</b>			
<p>Summary: Building upon the revision of the Standards &amp; Guidelines for Risk Management, in 2014/15, we will respond to initial experience and make appropriate refinements. Also drawing on the learning from implementation since 2006, the RMA will revise the Standards &amp; Guidelines for Risk Assessment; working with stakeholders to develop updated guidance for risk assessors.</p> <p>To advance the aims of FRAME we will work with key stakeholders to ensure that the principles and standards are applied in the wider field, building upon the achievement of the MAPPA guidance now incorporating a consistent approach to risk management with FRAME. This will include principally the consideration of the Police practice process and also the Throughcare Assessment for Release Licence (TARL) Report.</p>			
<b>Ref</b>	<b>Objective milestones</b>	<b>Strategic Approach supported</b>	
O1.23	Draft revised Standards & Guidelines for Risk Assessment	A1.3	
O1.24	Issue draft for stakeholder consultation	A1.3	
O1.25	Produce final version for Committee consideration and approval	A1.3	
O1.26	Assess and agree upon publication options	A1.3	
O1.27	Publish revised Standards & Guidelines for Risk Assessment	A1.3	

O1.28	Determine requirements for updated Standards & Guidelines for Risk Management following conclusion of approval process revision	A1.3	
O1.29	Review FRAME policy	A1.1	
O1.30	Support the development of the TARL guidance and template	A1.1	
O1.31	Identify requirements for training, guidance and research plan in relation to the police practice course	A1.2	
<b>Objective 4: Quality Assurance</b>			
Summary: Building on the significant level of support provided during 2014-2015, the RMA will develop a range of resources to support practitioner's use of the tiered approach to assessment incorporated within the LS/CMI system. As a result of the evaluations of the MFMC programme, the RMA will work with the Scottish Government and Criminal Justice Social Work on the adoption of quality assurance measures for the MFMC programme.			
<b>Ref</b>	<b>Objective milestones</b>	<b>Strategic Approach supported</b>	
O1.32	LS/CMI: Develop revised alternative engagement methods, including the provision of online materials	A1.2	
O1.33	LS/CMI: Review additional capacity of quality assurance support to stakeholders and refocus this provision in terms of active and alert	A1.2	
O1.34	MFMC: Provide on-going coordination of clinical support	A1.2	
O1.35	MFMC: Review contract provision for clinical support	A1.2	
O1.36	MFMC: Identify quality assurance measures as a result of clinical support and learning evaluations	A1.2	
O1.37	MFMC: Conduct Internal options appraisal of MFMC contract with Scottish Government	A1.2	



## Strategic Aim 2

The RMA will assure the quality of practice in the risk assessment and management of offenders subject to an Order for Lifelong Restriction (OLR)

**Strategic Aim 2** concerns the application of the OLR sentence in Scotland. A significant function of the RMA is the administration and overview of the processes that support the OLR sentence; hence this strategy outlines the steps we will take to ensure on-going compliance with the Criminal Justice (Scotland) Act 2003. Through our efforts we want to continuously develop and enhance our processes and provide comprehensive support to practitioners. One element of this support will be our work to produce updated standards, guidelines and guidance for risk assessment and risk management.

Our **Approach** to achieving Strategic Aim 2 will be delivered through five elements. We will:

- A2.1** Administer the accreditation process and evaluate performance to ensure assessors have regard to our standards and guidelines and comply with the code of conduct
- A2.2** Support and guide lead authorities in the preparation of risk management plans
- A2.3** Ensure risk management plans comply with legislation and have regard to our standards and guidelines
- A2.4** Evaluate the implementation of approved risk management plans
- A2.5** Collate and analyse data on the application of the order for lifelong restriction to inform policy and practice

The table overleaf outlines the objectives devised for 2015-16 that will support the delivery of Strategic Aim 2, and highlights the Strategic Approaches that each objective contributes to.

## Business Plan Objectives 2015-16: Strategic Aim 2

### Objective 5: OLR- External Engagement

**Summary:**

The RMA will engage with relevant stakeholders regarding a review of the application of the OLR and will formulate advice and where appropriate make recommendations to Scottish Ministers.

In addition the RMA will support Lead Authorities in the implementation of revised submission and reporting processes for Risk Management Plans

Ref	Objective milestones	Strategic Approach supported	
O2.1	Continue discussion with key partners to review primary legislation matters. For example, application of OLR to young people; risk criteria; desirability of review mechanism	A2.5	
O2.2	Board to consider recommendations of liaison with key partners	A2.5	
O2.3	Submit paper to Scottish Ministers outlining advice and recommendations	A2.5	
O2.4	Engage with Scottish Government to identify timescales and process to implement any subsequent changes	A2.5	
O2.5	Monitor progress to ensure Standards & Guidelines and other processes and documentation reflect any approved changes	A2.5	
O2.6	Risk Management: Review submission process for AIRs and RMPs	A2.3	
O2.7	Risk Management: Review Standards & Guidelines for Risk Management and incorporate changes to the AIR submission/reporting process	A2.3	
O2.8	Risk Management: Develop RMP format to incorporate a progress record suitable for annual reporting	A2.3	
O2.9	Risk Management: Enhance support provided to Lead Authorities / Case Managers in the preparation and submission of RMPs	A2.2	

### Objective 6: OLR –Internal Processes

**Summary:**

To ensure that standards are maintained, in 2015-16 the RMA will update and review the quality assurance mechanisms required to support the application of Standards and Guidelines for Risk Assessment and Risk Management

Ref	Objective milestones	Strategic Approach supported	
O2.10	Risk Assessment: Identify implications for quality assurance processes following revisions to Standards & Guidelines for Risk Assessment	A2.1	
O2.11	Risk Assessment: Revise quality assurance processes	A2.1	
O2.12	Risk Assessment: Submit review paper to Accreditation Committee and implement	A2.1	

O2.13	Risk Management: Review RMP and AIR evaluation process	A2.3	A2.4
O2.14	Risk Management: Review quality assurance system for RMPs and annual reporting on implementation	A2.3	A2.4
<b>Objective 7: Accreditation Processes</b>			
Summary: In 2015-16 the RMA will review the scheme of accreditation to ensure equality of opportunity and enhance standards, whilst continuing to meet the demands of the High Court.			
<b>Ref</b>	<b>Objective milestones</b>	<b>Strategic Approach supported</b>	
O2.15	Review the accreditation process, competencies and criteria	A2.1	
O2.16	Review impact of revised Standards & Guidelines for Risk Assessment on the accreditation process	A2.1	
O2.17	Review procedure for processing applications	A2.1	
O2.18	Develop associated support materials for applicants on the RMA website	A2.1	

## Strategic Aim 3

The RMA will ensure our decisions are defensible and our processes are administered with integrity

**Strategic Aim 3** outlines the approach and governance structures we will develop to ensure we deliver services to a high standard. We continually make improvements to our internal processes and procedures, which gives strength to our decision making and aids the efficiency and effectiveness of the RMA as a whole. As a public body we want to promote open and inclusive working practices within an approach that is straightforward and accountable. In practice, our work over the next three years under this strategy will include evaluating how we do things operationally; thinking about how we manage and make best use of our resources, and introducing new ways of engaging with partners.

Our **Approach** to achieving Strategic Aim 3 will be delivered through four elements. We will:

- A3.1** Continually improve decision making processes to ensure good governance, transparency and fairness
- A3.2** Manage resources effectively and promote a learning culture in all that we do
- A3.3** Develop our communication systems to enhance dissemination of our work and collaboration with stakeholders
- A3.4** Continually develop and enhance our performance management systems

The table overleaf outlines the objectives devised for 2015-16 that will support the delivery of Strategic Aim 3, and highlights the Strategic Approaches that each objective contributes to.

## Business Plan Objectives 2015-16: Strategic Aim 3

### Objective 8: Communications - Conference

Summary: Deliver a conference on "Managing Violence in the Community" to inform and improve support to practitioners

Ref	Objective milestones	Strategic Approach supported	
O3.1	Identify appropriate conference subject matter	A3.3	
O3.2	Draft conference budget and format including speakers and location	A3.3	
O3.3	Identify Conference facility and related services	A3.3	
O3.4	Publicise Conference event	A3.3	
O3.5	Manage conference administration and finance	A3.3	
O3.6	Hold event	A3.3	A1.2
O3.7	Conduct conference evaluation and issue delegate survey	A3.3	

### Objective 9: Communications – Best Practice Seminars

Summary: Improve Risk Practice by hosting seminars for Criminal Justice Social Work and OLR Case Managers

Ref	Objective milestones	Strategic Approach supported	
O3.8	Host seminar with a focus on CJSW and LS/CMI	A3.3	A1.2
O3.9	Host seminar with a focus on MFMC research	A3.3	A1.2
O3.10	Host seminar with a focus on Active & Alert	A3.3	A1.2
O3.11	Host seminar with a focus on OLR Case Managers	A3.3	A1.2

### Objective 10: Communications – e-newsletter

Summary: Improve stakeholder knowledge of risk practice through regular updates of statistical data.

Ref	Objective milestones	Strategic Approach supported	
O3.12	Agree e-newsletter format including statistical information and responsibilities	A3.3	
O3.13	Collate newsletter material and draft content	A3.3	
O3.14	Develop design layout	A3.3	
O3.15	Create distribution list	A3.3	
O3.16	Issue e-newsletter 1	A3.3	

O3.17	Issue w-newsletter 2	A3.3	
<b>Objective 11: Digital Media</b>			
Summary: Utilise website and digital media to increase engagement with stakeholders and improve organisational efficiency			
<b>Ref</b>	<b>Objective milestones</b>	<b>Strategic Approach supported</b>	
O3.18	Conduct needs assessment with staff	A3.2	A3.3
O3.19	Evaluate efficiency gains for identified needs	A3.3	
O3.20	Develop recommendation report	A3.3	
O3.21	Agree implementation strategy	A3.3	
O3.22	Design framework for hosting OLR statistical Information	A3.3	
O3.23	Update Communications Strategy to incorporate use of digital media	A3.3	
<b>Objective 12: Governance</b>			
Summary: Improve governance arrangements for Board and Committees and ensure processes are administered with integrity			
<b>Ref</b>	<b>Objective milestones</b>	<b>Strategic Approach supported</b>	
O3.24	Review scheme of delegation and committee terms of reference	A3.1	
O3.25	Review corporate reporting to Board and Committees	A3.1	
<b>Objective 13: Records Management</b>			
Summary: Improve security and control of RMA records			
<b>Ref</b>	<b>Objective milestones</b>	<b>Strategic Approach supported</b>	
O3.26	Review Records Management Policy and support procedures	A3.1	
O3.27	Progress paperless office policy through implementation and training of staff on eRDM	A3.1	
O3.28	Conduct transfer of valid records from existing network drives to eRDM system	A3.1	
O3.29	Evaluate implementation of eRDM and ensure compliance with Records Management	A3.1	

# Key Performance Indicators

The RMA recognises the importance of continuous development and improvement in all that we do. From the performance of individual staff to how we collectively deliver programmes, we strive to identify areas where we can improve, work smarter and be more efficient.

This approach is supported by the identification of Key Performance Indicators (KPIs). These help us to evaluate and measure how successful we are at managing our resources and delivering services to a high standard. The KPIs below are important indicators of our work and are used evaluate three elements, namely where we are now; what our projections are and what the subsequent return was. Going forward, our performance against these KPIs is monitored by the RMA Board on a quarterly basis.

Key Performance Indicators		13-14	14-15	15-16
1	Number of Accredited Assessors required to service High Court demand	15-20	15-20	15-20
2	Quality Assurance Tests on sample of Risk Assessment Reports	30%	35%	40%
3	Risk Management Plans approved in accordance with statutory timeframes	100%	100%	100%
4	Staff evaluation of Annual Implementation Reports	8 weeks	7 weeks	6 weeks
5	RMA led Improvements to Practice - Stakeholder Satisfaction Rating	70%	75%	80%
6	RMA support provision to current practice - Stakeholder Satisfaction Rating	70%	75%	80%
7	Staffing Levels	14	15	15
8	Staff absenteeism rate	3.50%	3.30%	3.10%
9	Financial Expenditure	£1,312,000	£1,176,000	£1,193,000

# Budget 2015-16

The financial budget which supports the Business Plan accounts for all expected operating costs for the financial period covered by the plan.

Year	Budget
2015-16	£1,220,000
<b>Income</b>	<b>Budget 2015-16 £</b>
Conferences	30,000
<b>Total</b>	<b>30,000</b>
<b>Staffing Costs</b>	
Staff Salaries	840,000
Board Salaries	52,000
Recruitment & Development	13,000
Travel & Subsistence	25,000
<b>Total</b>	<b>930,000</b>
<b>Accommodation &amp; Infrastructure</b>	
Accommodation	87,000
IT & Telecoms	43,000
<b>Total</b>	<b>130,000</b>
<b>Administration Overheads</b>	
Professional Fees	132,000
Administration	28,000
<b>Total</b>	<b>160,000</b>
<b>Capital Investment</b>	
Capital Investment Equipment	0
<b>Total</b>	<b>0</b>
<b>Development &amp; Delivery</b>	
Conferences and Seminars	30,000
Research	0
<b>Total</b>	<b>30,000</b>
<b>Total Operating Costs</b>	<b>1,250,000</b>
<b>Total Budget Allocation</b>	<b>1,220,000</b>



# Conclusion

The Risk Management Authority Business Plan for 2015-16 outlines the objectives for the forthcoming year that will build upon our achievements to date and facilitate the delivery of our strategic aims.

2015-16 represents the final element of our current three year Corporate Plan and as such, the targets for this year have been developed to facilitate the successful conclusion of that plan's corporate strategies. As a public body we look forward to the challenge that represents.

A key element of our work over the next twelve months will be our focus on active and alert risk practice. Our activities will include the implementation of enhanced processes associated with the Order for Lifelong Restriction, with increased support to Lead Authorities and case managers; the delivery of training courses and events that support best practice; and meaningful contributions to national programmes through research and quality assurance activities. Further work will also be undertaken to increase our engagement with stakeholders and practitioners, including the development of communication models that make best use of digital media.

We hope this Business Plan clearly illustrates our focus for 2015-16 and demonstrates the contributions of the Risk Management Authority to making Scotland safer by setting the standard for risk practice to reduce reoffending and the harm that it causes.

# Glossary

Acronym	Full Term	Definition
<b>AIR</b>	Annual Implementation Report	RMA-developed report produced by Lead Authorities to evidence implementation of approved Risk Management Plans
<b>CJSW</b>	Criminal Justice Social Work	Criminal Justice Services whose purpose is to achieve a reduction in re-offending, increase social inclusion of former offenders and support victims of crime
<b>EEPICS</b>	Enhancing Effective Practice In Community Supervision	RMA-developed programme for criminal justice social work practitioners
<b>eRDM</b>	Electronic Record and Document Management	eRDM is the electronic Record and Document Management system which is used by the Scottish Government (SG) to manage its official records and related documents
<b>FRAME</b>	Framework for Risk Assessment, Management and Evaluation	RMA-developed structured and shared approach to risk practice
<b>LS/CMI</b>	Level of Service / Case Management Inventory	Risk Assessment and Case Management system
<b>MAPPA</b>	Multi Agency Public Protection Arrangement	Community management of offenders
<b>MFMC</b>	Moving Forward, Making Changes	National intervention programme for sex offenders
<b>NDPB</b>	Non-Departmental Public Body	A public organisation that is self-governing but accountable to and funded by Government
<b>OLR</b>	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
<b>RATED</b>	Risk Assessment Tools Evaluation Directory	RMA-developed audit of risk assessment tools
<b>RMP</b>	Risk Management Plan	Required by law for an offender subject to an OLR, approved by the RMA. A Risk Management Plan is prepared by the lead authority
<b>RMPP</b>	Risk Management Planning and Practice	RMA-developed training course
<b>SA07</b>	Stable and Acute 2007	Structured method for identifying and measuring dynamic or changeable risk factors predictive of sexual offence recidivism
<b>TARL</b>	Throughcare Assessment for Release Licence	Statutory Throughcare is a service provided by CJSW to prisoners who will be released on licence

# Appendix A:

## Business Plan: Contributions to National Outcomes and Priorities

<b>PURPOSE</b>	<b>To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.</b>			
<b>NATIONAL OUTCOMES</b>	We live our lives safe from crime, disorder and danger		Our public services are high quality, continually improving, efficient and responsive to local people's need	
<b>JUSTICE OUTCOMES</b>	We experience low levels of crime	We experience low levels of fear, alarm and distress	We have high levels of confidence in justice institutions and processes	Our institutions and processes are effective and efficient
<b>PRIORITIES</b>	Reducing crime, particularly violent and serious organised crime	Reducing reoffending crime	Widening access to justice and advancing law reform	Increasing public confidence and reducing fear of crime

<b>PURPOSE</b>	<b>make Scotland safer by setting the standard for risk practice to reduce reoffending and the harm that it causes</b>		
<b>STRATEGIC AIMS</b>	The RMA will advance a shared framework of effective and ethical risk assessment and management practice	The RMA will assure the quality of practice in risk assessment and management of offenders subject to an Order for Lifelong Restriction (OLR)	The RMA will ensure our decisions are defensible and our processes are administered with integrity

<p><b>APPROACH</b></p>	<p>Inform policy decisions relating to risk assessment and management with learning from national and international research and practice.</p> <p>Promote the implementation of evidence based practices through the development of learning, quality assurance and evaluation resources</p> <p>Develop and publish Standards and Guidelines</p>	<p>Administer the accreditation process and evaluate performance to ensure assessors have regard to our standards and guidelines and comply with the code of conduct</p> <p>Support and guide Lead Authorities in the preparation of Risk Management Plans</p> <p>Ensure Risk Management Plans comply with legislation and have regard to our Standards and Guidelines</p> <p>Evaluate the implementation of approved Risk Management Plans</p> <p>Collate and analyse data on the application of the order for lifelong restriction to inform policy and practice</p>	<p>Continually improve decision making processes to ensure good governance, transparency and fairness</p> <p>Manage resources effectively and promote a learning culture in all that we do</p> <p>Develop our communication systems to enhance dissemination of our work and collaboration with stakeholders</p> <p>Continually develop and enhance our performance management systems</p>
<p><b>Business Plan Objectives</b></p>	<p><b>Objectives for 2015-16</b></p> <p><b>Learning &amp; Development</b></p> <p><b>Research &amp; Evaluation</b></p> <p><b>Standards &amp; Guidelines</b></p> <p><b>Quality Assurance</b></p>	<p><b>Objectives for 2015-16</b></p> <p><b>OLR External Engagement</b></p> <p><b>OLR Internal Process</b></p> <p><b>Accreditation Process</b></p>	<p><b>Objectives for 2015-16</b></p> <p><b>Conference</b></p> <p><b>Best Practice Seminars</b></p> <p><b>e-newsletter</b></p> <p><b>Digital Media</b></p> <p><b>Governance</b></p> <p><b>Records Management</b></p>

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