

RMA
Business Plan
2016–2017



Risk Management Authority (RMA): Contributions to National Outcomes and Priorities

PURPOSE	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		
NATIONAL OUTCOMES	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	
JUSTICE OUTCOMES	We have high levels of public confidence in justice institutions and processes	Our public services are fair and accessible	Our institutions and processes are effective and efficient
PRIORITIES	Reducing reoffending		
PURPOSE	Make Scotland safer by setting the standard for risk practice to reduce reoffending and the harm that it causes		
STRATEGIC AIMS	The RMA will advance evidence-based, effective and ethical risk practice	The RMA will support partner agencies to deliver evidence-based, effective and ethical risk practice	The RMA will work with partner agencies to evaluate the quality and impact of risk practice
OBJECTIVES 2016/17	<p>Standards & Guidelines for Risk Assessment</p> <p>Standards & Guidelines for Risk Management</p> <p>Complete review of the Accreditation Process</p> <p>Review OLR legislation</p> <p>Publish OLR profile data and develop plans to maintain the OLR database</p> <p>On-going delivery of RATED</p>	<p>RMA to provide guidance on the preparation, implementation and review of risk management plans</p> <p>Accreditation of Risk Assessors and quality assurance of standards</p> <p>Fundamentals of Risk Practice Training: - Complete primary implementation - Develop sustainability and efficiency plan</p> <p>LS/CMI: service delivery</p> <p>Develop and implement a structured system for communications with justice agencies</p> <p>Develop enhanced working practices with partner agencies</p>	<p>Police practice course: Develop performance management process</p> <p>Evaluation of Fundamentals of Risk Practice Training</p> <p>Evaluation of LS/CMI practice</p> <p>Support the implementation of updated Standards and Guidelines for Risk Assessment</p> <p>Support the implementation of updated Standards and Guidelines for Risk Management</p>

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Introduction

The Risk Management Authority's (RMA) duties focus on protecting the public by setting the standard for risk practice, to reduce the risk of serious harm posed by violent and sexual offenders in Scotland.

This involves advancing evidence-based, effective and ethical risk practice, working closely with justice partners to develop and assist in the delivery of practice that is proportionate to risk, legitimate to role, appropriate to the task in hand, and is communicated meaningfully.

The RMA is a Non-Departmental Public Body established in 2005 by the Criminal Justice (Scotland) Act 2003, sponsored by the Criminal Justice and Parole Division of the Justice Directorate.

Our Corporate Plan 2016 contains a set of strategic aims that have been developed in alignment with our statutory functions. These strategies also recognise the importance of the RMA's role and the contributions we make to National Outcomes and the Justice Strategy for Scotland. Through our actions we seek to offer practical contributions to justice partners in their delivery of risk assessment and risk management practice, to make Scotland safer and reduce reoffending.

The RMA Business Plan 2016-17 sets out our objectives for the forthcoming year that will contribute to the achievement of our Corporate Plan. This Business Plan provides a description of each objective in turn, 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.

The Aims outline the three stages of the RMA's work to support risk practice in Scotland, whereby we **Develop** practice through innovation, research and standard setting; we support and **Implement** practice through our collaboration with criminal justice partners, helping them to provide effective and meaningful services; and we seek to **Evaluate** practice, so that services are continuously enhanced, improved and delivered to a high standard.

Business Plan Objectives:

Strategic Aim 1

The RMA will advance evidence-based, effective and ethical risk practice

Aim 1 concerns the **Development** of practice. The RMA leads and guides partner agencies by setting out what best practice looks like, what it involves and what must be considered. For risk practice to evolve and develop it must be based on evidence, taking account of practitioner expertise and research studies. Aim 1 seeks to build practitioner confidence in the approach to risk practice.

The following table outlines the objectives devised for 2016-17 that will support the delivery of Strategic Aim 1

Approach	Objective	Description
Standard Setting	Standards & Guidelines for Risk Assessment	The RMA will publish updated Standards and Guidelines for Risk Assessment. A consultation exercise will be conducted as part of this process and support will be provided to stakeholders to implement changes to practice.
Standard Setting	Standards & Guidelines for Risk Management	The RMA will publish updated Standards and Guidelines for Risk Management and support Lead Authorities to implement changes to practice through awareness-raising events.
Accreditation	Complete review of the Accreditation Process	In 2015/16 the RMA initiated a review of the accreditation of assessors process. The RMA will complete this wide ranging review in 2016/17, incorporating a revised application process, updated assessor code of conduct, updates to internal processes for evaluating applications for accreditation; and review the optimum level of assessor availability to meet High Court requirements.

Evaluation	Review OLR legislation	Over the past two years the RMA has engaged with stakeholders including the Scottish Government, COPFS ¹ , Police Scotland and Accredited Assessors to review legislation pertaining to the Order for Lifelong Restriction sentence. This work will conclude in 2016/17, which will involve consultations with the Judiciary, the Scottish Human Rights Commission and others to develop a considerations paper for Scottish Ministers.
Research	Publish OLR profile data and develop plans to maintain the OLR database	The RMA will provide information on Order for Lifelong Restriction offender profiles and develop a sustainability plan to secure the future maintenance and update of this resource.
Research	On-going delivery of RATED	Throughout 2016/17 the RMA will continue to maintain the Risk Assessment Tools Evaluation Directory, providing an up to date resource for practitioners in their assessment of offenders.

¹ Crown Office Procurator Fiscal Service

Business Plan Objectives: Strategic Aim 2

The RMA will support partner agencies to deliver evidence-based, effective and ethical risk practice

Aim 2 concerns the **Implementation** of practice through our collaboration with criminal justice partners. Setting the standard in itself is just the beginning: how that practice is delivered and supported has a significant impact on the effectiveness of plans, making this of high importance to our work. We will work with partner agencies to deliver practice through promotion of our framework, the delivery of learning and training opportunities, the provision of advice and guidance and by supporting the implementation of initiatives.

The following table outlines the objectives devised for 2016-17 that will support the delivery of Strategic Aim 2.

Approach	Objective	Description
Guidance	The RMA to provide guidance on the preparation, implementation and review of risk management plans	During 2016-17 the RMA expects to receive 20 initial risk management plans (RMP) for approval, monitor and evaluate the implementation of 140 RMPs and to consider approximately 20 revised RMPs. The RMA aims to improve efficiencies by reviewing the method of annual implementation reporting and the implementation of an electronic case management system. The RMA also aims to improve communications with case managers by hosting engagement events.
Accreditation	Accreditation of Risk Assessors and quality assurance of standards	In 2016-17, the RMA expects to receive 4 applications for Risk Assessor accreditation and aims to quality assure 15 risk assessment reports. The RMA aims to improve communications with assessors by hosting engagement events.

Learning	Fundamentals of Risk Practice Training: Complete primary implementation	In October 2015, the RMA was charged with developing and delivering risk practice training to CJSW, MAPPA chairs and Police Scotland. The RMA are scheduled to complete delivery of this course to 600 relevant practitioners by August 2016.
Learning	Fundamentals of Risk Practice Training: Develop sustainability and efficiency plan	By mid 2016-17 the RMA will have delivered 29 training courses to approx. 600 CJSW, Police and MAPPA delegates on the fundamentals of risk practice. In anticipation of future partner considerations such as workforce changes, the RMA will consider how future training is best resourced, and will seek to agree a sustainability and efficiency plan with partners.
Engagement	LS/CMI: Service delivery (Level of Service / Case Management Inventory)	In 2016/17, the key areas of work will include on-going maintenance of the LS/CMI, an evaluation of application in custodial settings, and a review of management reporting and the training provisions available across Scotland. The second element of the RMA's work will be to participate in a review of the roles and responsibilities of all agencies to determine the future support mechanisms for LS/CMI.
Engagement	Develop and implement a structured system for communications with justice agencies	The RMA are committed to engaging positively with OLR Case Managers, to foster effective working relationships. In 2016/17 the RMA will undertake a review of current processes, to enhance existing communication channels and put in place structured contact arrangements with community and prison-based Case Managers. The RMA will also implement regular communications events to develop mutually beneficial opportunities for information sharing and practice development
Engagement	Develop enhanced working practices with partner agencies	The RMA will seek to strengthen relationships and levels of engagement with other public services and agencies, to inform decision making and partnership working arrangements regarding OLR cases. This will involve consideration of potential scenarios such as deportations and cross border transfers, both inside and out with the EU.

Business Plan Objectives:

Strategic Aim 3

The RMA will work with partner agencies to evaluate the quality and impact of risk practice

Aim 3 concerns the **Evaluation** of practice. By evaluating the implementation of practice, initiatives, programmes and training, we realise benefits and build assurance. This fosters an approach that is adaptable and responsive, and it allows the RMA and partner agencies to measure the effectiveness and impact of developments upon real world practice. We will evaluate the quality and impact of risk practice, reviewing effectiveness through quality assurance to record outcomes and identify opportunities for continuous improvement.

The following table outlines the objectives devised for 2016-17 that will support the delivery of Strategic Aim 3

Approach	Objective	Description
Learning	Police practice course: Develop performance management process	The RMA has worked with Police Scotland to develop and implement a police risk practice course throughout 2015/16. Following implementation, the next stage will be to review mechanisms for performance management of the implemented system, which will involve reviewing methods of evaluation, regularity of evaluation, responsibility and feedback systems.

Learning	Evaluation of Fundamentals of Risk Practice Training	Following the delivery of the Fundamentals of Risk Practice course, the RMA and partners will seek to evaluate the effectiveness of training and the impact of this training upon practice. The RMA will work with partners to develop the model for quality assurance, which will consider alternative methods, regularity, responsibility, feedback mechanism etc.
Evaluation	Evaluation of LS/CMI practice	The RMA will undertake an evaluation of three key elements within LS/CMI, these being the use of strengths, Risk Of Serious Harm (ROSH) and intensity. The RMA will also work with SPS to produce an evaluation of the use of LS/CMI within prison settings; and a plan will be developed to inform the structure for on-going LS/CMI evaluation, including agreement on the collation of normative data and evaluation timetables.
Evaluation	Support the implementation of updated Standards and Guidelines for Risk Assessment	In support of the publication of updated Standards and Guidelines, the RMA will update its internal quality assurance processes for Risk Assessment Reports.
Evaluation	Support the implementation of updated Standards and Guidelines for Risk Management	In support of the changes to Standards and Guidelines, the RMA will develop a new process for evaluating the annual implementation of RMPs produced by Lead Authorities.

Key Enablers

As a public body, the RMA seeks to deliver effective working practices that inform our efforts to achieve best value. This involves continuously evaluating how we do things operationally; reviewing how we deliver services and make best use of resources so that we can implement efficiencies and improvements. An important element of this process is the identification of key enablers that support the delivery of our business plan objectives.

The following table outlines the RMA's key enablers for 2016-17

	Objective	Description
External Communications	Update RMA Communications Strategy and establish evaluation system for communications activities	To enhance our communications with partners, stakeholders and the public, the RMA will implement a structure for the publication of regular statistical updates through our communication channels. The RMA will also seek to establish an evaluation mechanism for our external communications, to consider the effectiveness of activities and inform future plans.
Resource Efficiency	Update Policies and Procedures	The RMA will review human resources, finance and records management policies and procedures. This will involve a review to establish core training requirements for each staff role, and put in place training plans for staff induction; a review of the RMA's travel & subsistence policy; an update to our flexible working procedures to provide clearer guidance for staff attending meetings and training opportunities; and a review and update of our protocols for storing and sharing data, to support our research activities and OLR processes.
Information Technology	Develop IT infrastructure to improve efficiencies and resilience	In 2016/17 the RMA will undertake investments to further develop the capacity of the OLR case management system to improve efficiency though support for research data and enhance records management; the RMA will also invest in I.T. hardware to support service delivery and business continuity.

Key Performance Indicators

The RMA recognises the importance of continually seeking ways to improve how we deliver our functions

The RMA identifies key performance indicators (KPIs) to measure the effectiveness of our service delivery. Reviewing these measures contributes to our management of resources and informs our decision making, helping us to maintain the delivery of services to a high standard.

Key Performance Indicators 2016/17	Measurement
To maintain a minimum availability of two Accredited Assessors for Court selection, the RMA will ensure an appropriate number of assessors are accredited to meet High Court requirements	15-20
Risk Management Plans approved in accordance of the statutory timeframe of 9 months	100%
Annual Implementation Report feedback letters to Lead Authorities	6 weeks
Training & Events : Stakeholder satisfaction survey rating	85%

Budget 2016/17

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

Summary Budget 2016/17	
	Total Grant In Aid 2016-17 £
Staffing Costs	
Staff Salaries	824,882
Board Salaries	52,307
Recruitment & Development	15,000
Travel & Subsistence	28,000
Total	920,189
Accommodation & Infrastructure	
Accommodation	89,350
IT & Telecoms	54,008
Total	143,358
Administration Overheads	
Professional Fees	31,600
Administration	33,951
Total	65,551
Development & Delivery	
Conferences and Seminars	0
Research Work	10,000
Assessor Development	2,000
Total	12,000
Total Operating Costs	1,141,098
Capital Expenditure	
IT Equipment	20,000
Total Balance Sheet Costs	20,000
Total Expenditure	1,161,098
Core Fund Costs	1,161,098

Glossary

Acronym	Full Term	Definition
AIR	Annual Implementation Reporting	RMA-developed reporting process for Lead Authorities to evidence implementation of approved Risk Management Plans
CJSW	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
FRAME	Framework for Risk Assessment, Management and Evaluation	RMA-developed structured and shared approach to risk practice
LA	Lead Authority	Agency with statutory responsibility for producing risk management plans and reporting annually on the implementation of such plans.
LS/CMI	Level of Service / Case Management Inventory	Risk Assessment and Case Management system
MAPPA	Multi Agency Public Protection Arrangement	Community management of offenders
NDPB	Non-Departmental Public Body	A public organisation that is self-governing but accountable to and funded by Government
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
RAR	Risk Assessment Report	Report which assists the High Court in its consideration of whether or not an order for lifelong restriction should be imposed
RATED	Risk Assessment Tools Evaluation Directory	RMA-developed audit of risk assessment tools
RMP	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
ROSH	Risk of Serious Harm	The likelihood of harmful behaviour of a violent or sexual nature, which is life threatening and/or traumatic, and from which recovery, whether physical or psychological, may reasonably be expected to be difficult or impossible
SPS	Scottish Prison Service	Public service-led delivery agency which delivers custodial and rehabilitation services



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