

2017-18

Annual Report & Accounts



Risk Management Authority

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Overview

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OLR Risk
Management Plans
approved



208

Social Workers
and Police staff
trained in risk
practice



119

OLR Annual
Implementation
Reports reviewed



448

Responses to
helpdesk queries
from social workers
using LS/CMI in
community and
prison settings

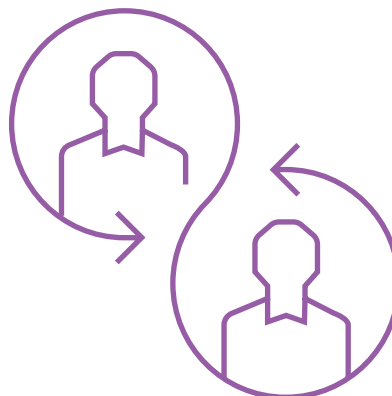


Advice Paper
provided
to Scottish
Ministers on
10 years of
the OLR



15

National
Development Groups
and Working Groups
provided with advice
and contributions



Convener's Foreword

The 2017-18 financial year is the first in my term as Convener of the board of the Risk Management Authority. I took up the role in April 2017 at the same time that three new board members were also appointed. I am grateful to the staff of the RMA and to the longstanding members of the board for assisting our induction process and for helping the board through a period of significant change.



David Crawford
Convener

The functions of the Risk Management Authority (RMA) are specified in legislation and this report provides a comprehensive overview of the way the RMA has discharged these functions over the last year. With each year that goes by, the number of individuals subject to an Order for Lifelong Restriction (OLR) increases. These increases are small in each individual year, but the pattern is clearly established and the RMA requires to plan and operate in a way that anticipates a continuing rise in our statutory responsibilities with respect to the approval of Risk Management Plans for those sentenced to an OLR.

While the vast majority of those on an OLR remain in custody, a small number are now managed in the community. The cases considered by the RMA board in the past year have included a growing number who are in, or moving to, open conditions and for whom there will be active consideration of a return to the community in the next few years. This represents a substantial change in the balance of risk and will require the RMA to strengthen its links with local authorities as they increasingly take on the role of lead authority.

The number of accredited assessors continues to be sufficient to the demand from the courts and throughout the last year the RMA has continued to contribute to the research agenda in relation to risk management; and to make a significant contribution to the training of staff across the criminal justice system.

"I believe that the RMA has finished the 2017-18 financial year in a better position than it began. I also hope that the building blocks have been put in place to assist the organisation in meeting the challenges which future years will bring."

Since the inception of the RMA, the responsibility for the approval of risk management plans has been discharged by the board. Following detailed legal advice, a scheme of delegation has now been developed, which will see the vast majority of plans

approved under the delegated authority of the chief executive. The work to implement the new arrangements has been a substantial focus for the board in the last year and the implementation from April 2018 will be closely monitored. This change represents a considerable variation to the functions of the board and is intended to both help the RMA operate more efficiently and to help the board function more strategically.

In the course of the year, and with the assistance of colleagues in the Justice Department, a number of longstanding financial issues have been resolved. The resolution of these issues has assisted the RMA to operate effectively within its budget in the current term and crucially provide a much improved financial structure for future years.

In March 2018 two experienced members of the board stood down and I would wish to record my thanks for the outstanding contributions made by Professor Hazel Kemshall and Dr. Katherine Russell.

This annual report reviews the work of the past year. It is a crucial responsibility of the board to look to the future. With a strengthened board, an improved financial structure and a scheme of delegation in place to improve the organisation's operational efficiency, I believe that the RMA has finished the 2017-18 financial year in a better position than it began. I also hope that the building blocks have been put in place to assist the organisation in meeting the challenges which future years will bring.



David Crawford

Convener

Chief Executive's Commentary

As Chief Executive and Accountable Officer of the Risk Management Authority (RMA) I introduce this section of our annual report, providing a summary of our performance over the past twelve months. The details of our activities against our business plan objectives are contained in the Performance Analysis section that follows.



Yvonne Gailey
Chief Executive

Our work is driven by a commitment to promote effective practice in risk assessment and risk management, recognising its vital dual role in protecting the public from serious harm caused by violent and sexual offending, and enabling those who pose this risk to reduce it. We approach this work in a number of ways including setting standards for practice, influencing and assisting agencies to adopt those standards through publishing guidelines, delivering training and providing advice, all of which are underpinned by research. In addition, we provide assurance on practice in relation to the Order for Lifelong Restriction (OLR) through the accreditation of assessors and approval of risk management plans (RMPs).

None of those we accomplish on our own; each relies on sound and continuous engagement and partnership with stakeholders. You will read in this report how in 2017-18, our work has incorporated a wide range of engagement and facilitation activities. We are aware that there is always a challenge to ensure that advisory and educational activities transfer to practice in the real world. For this reason, you will read how our work increasingly focusses on implementation issues and the promotion of evaluation of practice.

I have reported in recent years on the successful delivery of a training programme - "The Fundamentals of Risk Practice" - designed to advance criminal justice social workers' skills in the assessment and management of risk of serious harm, and to support Police Scotland's officers in collaborating in such risk practice. The delivery of this training continued this year with over 200 criminal justice social workers and police officers trained, and with the satisfaction rates of knowledge gain and learning outcomes remaining high. This year our attention has turned to developing a quality assurance method to enable local authority managers to evaluate the quality of practice; we have also begun a commitment to assist Scottish Prison Service's Deputy Governors in assuring the quality of risk management plans.

A new research project commenced this year to provide practice guidance on the assessment of risk posed by internet offending to support the Scottish Government to respond to the recommendation of the Joint Thematic review of MAPPA in Scotland (HMICS, 2015).

"As always our progress has been realised through collaboration with key stakeholders, and the commitment of a valued team of staff and Board members"

Our work in relation to the OLR continues to ensure that all risk management plans are approved and accreditation applications evaluated within the statutory timescales. A revised process to delegate the approval of RMPs to the RMA executive will take effect from April 2018, with the aim of creating greater efficiencies. In this report you will learn more detail of this work. I trust that from the report you will come to understand our continuous efforts to refine and improve our processes to ensure that they are robust and facilitative, providing value through our evaluation of practice and advice given.

I am particularly pleased to report sustained progress in relation to the previous risks associated with our budgetary position, this being achieved thorough the support of our sponsor department, and for which I am grateful.

I am also pleased to report that the RMA's new Corporate Plan has been approved and published in March 2018 which outlines how we plan to advance our strategic aims in the coming years, and to align our work with the Scottish Government's strategy – Justice for Scotland: Vision and Priorities.

As always our progress has been realised through collaboration with key stakeholders, and the commitment of a valued team of staff and Board members, and once again I have to thank two Board members whose time with the RMA came to an end this year.

Dr Katharine Russell left the RMA in March 2018 in order to be able to focus on her successful career as a clinical psychologist. On behalf of the Board I want to thank Katharine for her conscientiousness and expertise which informed much of our work in particular research, and risk management and accreditation matters.

Professor Hazel Kemshall has served the RMA for ten years as a Board member, Chair of Risk Management and Accreditation Committees and as vice convener. Hazel has a well-deserved reputation as a leader in the field of risk practice, having provided to practitioners, agencies and jurisdictions nationally and internationally evidence-based guidance in numerous forms. The RMA has been very fortunate to have benefitted from Hazel's guidance, support and wisdom for many years.

I am very grateful to both of them for their commitment and contribution.

I am pleased to present this annual report. I hope you will enjoy reading and learning more of our achievements and progress in 2017-18.



Yvonne Gailey
Chief Executive

What we do

The Risk Management Authority's purpose is to make Scotland safer by setting the standard for risk practice to reduce reoffending and the harm that it causes. By so doing, our work helps to protect the public, and promote rehabilitation and reintegration of those who offend.

The RMA's purpose is to make Scotland safer by setting the standard for risk practice to reduce reoffending and the harm that it causes.

A significant contribution that we have made has been in the development of a shared, evidence based approach to risk practice. We call this approach FRAME - a framework for risk assessment, management and evaluation. We consider it a major achievement that all the relevant justice agencies in Scotland have committed to this approach, and we work with those agencies continuously to find new ways to advance consistency and effectiveness.

FRAME is a contribution to practice generally; but, we also have a particular responsibility in relation to the risk assessment and management of serious violent and sexual offenders. We approach this responsibility in many ways, but notably by giving continuous support to those involved in the Multi Agency Public Protection Arrangements (MAPPA). We work closely with Scottish Government, Police Scotland, Local Authority Criminal Justice Services, Scottish Prison Service and the National Health Service to ensure that policies and practices reflect the standards that we set.

Furthermore, we have specific responsibilities in relation to the Order for Lifelong Restriction (OLR). The OLR was introduced to provide lifelong risk management of those who pose the greatest risk of seriously endangering the lives or well-being of the public at large through violent or sexual offending¹. The OLR is a sentence imposed by the High Court that constitutes imprisonment or detention for an indeterminate period, and lifelong management in the community on release.

¹ Section 210E of the Criminal Justice (Scotland) Act 2003

Such a life restricting sentence, designed to prevent life endangering harm, needs mechanisms to ensure that it is only applied when justified. But a sentence in itself does not manage nor reduce risk; further mechanisms need to be in place to ensure that efforts are made throughout the sentence to reduce risk, both to protect the public and provide the individuals subject to the OLR with the opportunity of release. The RMA undertakes a number of functions that uphold this balancing of rights.

We accredit professionals who have exceptional expertise in the field of risk assessment to advise the High Court in cases where it is considering the appropriateness of an OLR. Those assessors only attain accreditation after satisfying an exacting selection process.

Once the OLR has been made, a risk management plan is required to be prepared and updated throughout the subject's life, to serve the dual purpose of protecting the public at large and affording the individual opportunities to achieve and demonstrate reduction in the risk he or she poses.

The RMA has a duty to approve plans that meet the requirements set out in the legislation, to reject and advise on plans that are not sufficient, and each year be assured that the plans are being implemented as intended.

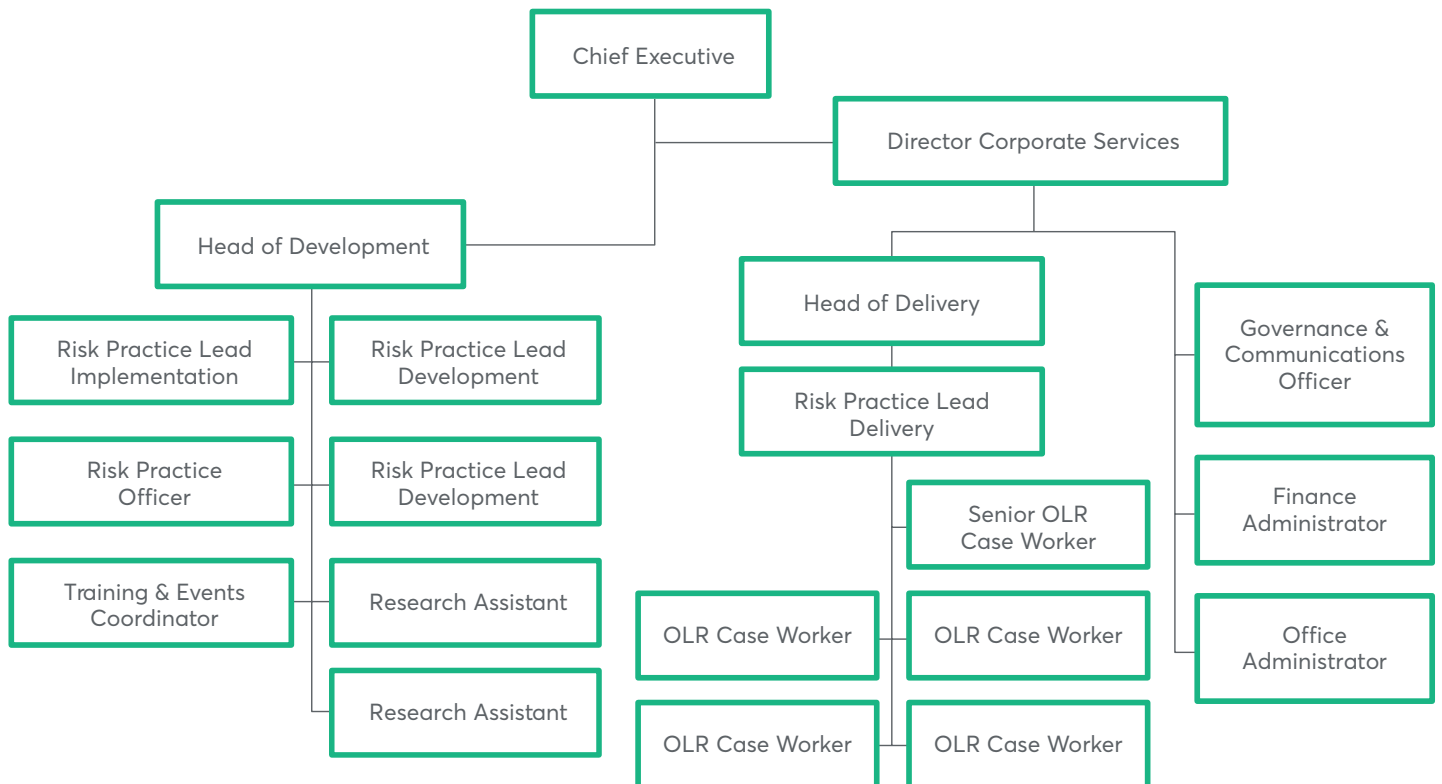
To meet these responsibilities we have to set standards for practice which must be regarded by all involved, support others in meeting those standards, and operate a set of robust processes by which we administer our accreditation and approval functions.

In so doing, our work attracts international interest and brings valued attention to the Scottish policy in relation to serious violent and sexual offenders.

Organisational Structure

The Risk Management Authority (RMA) is a Non Departmental Public Body established in 2005 by the Criminal Justice (Scotland) Act 2003. Our Chief Executive Yvonne Gailey is accountable to the Scottish Government Community Justice Division, who act as our sponsor and funder; and the RMA Board who provide strategic direction and monitor our progress.

The RMA has a small structure of 14 permanent staff plus fixed-term staff across three teams: Development, Delivery and Business:



Risks & Uncertainties

On a national level the impact of the internet and new technologies on the scale and nature of sexual crime is a priority issue for the Scottish Government.

The Risk Management Authority commenced a research study focused on internet offending to support Scottish Government in its initiative to address this matter.

The Risk Management has revised its workforce to address the requirements of business and help us cope with change in demand for our work. We continue to actively support the development of our stakeholders with responsibilities for managing OLR offenders.

The Risk Management Authority is committed to supporting the development and maintenance of a culture of effective risk management whereby appropriate procedures which focus on the achievement of organisational aims and objectives are embedded within the organisation.

The audit committee has responsibility for risk, control assurance and governance. The committee recommends the appointment of internal auditors and receives the annual accounts and internal audit reports. The risk register is regularly reviewed by the audit committee and as at year end contained 12 risks, 7 of which were categorised as medium and 5 as low. The register did not contain any risks categorised as high.

Strategy

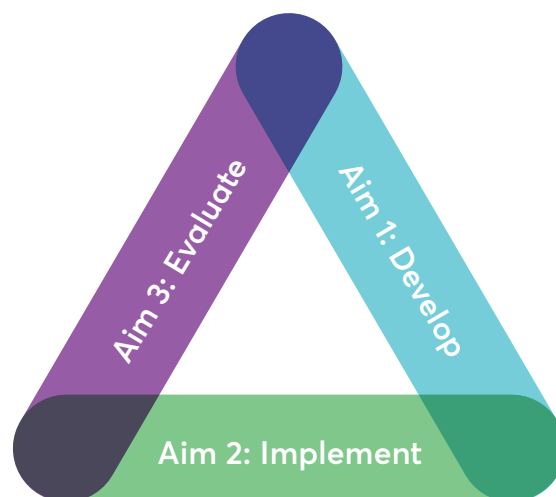
Justice Outcomes	We live in safe, cohesive and resilient communities	Prevention and early intervention improve wellbeing and life chances	Our systems and interventions are proportionate, fair and effective	We deliver person-centred, modern and affordable public services
Priorities	We will work quickly to identify offenders and ensure responses are proportionate, just, effective		We will use prison only where necessary to address offending or to protect public safety, focusing on recovery and reintegration	
RMA 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	
Outcomes	<p>Risk management is supported by an appropriate level of risk assessment</p> <p>Risk assessments are conducted in an evidence based, structured manner</p> <p>Risk management plans are implemented and reviewed routinely, and in response to change</p> <p>Changes in the level of restrictions or interventions are justified and supported by a suitable assessment of risk</p> <p>Risk management measures are tailored to the needs of the individual</p> <p>Agencies work together in the assessment and management of risk</p> <p>Methods of evaluation are employed to assure the quality and impact of assessmentand management practice</p>			

Business Plan

The RMA Business Plan 2017-18 set out our objectives for the year that contribute to the achievement of our Corporate Plan. The Corporate Plan contains a set of strategic aims that have been developed in alignment with our statutory functions.

These strategies 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 achieve the shared goal of making Scotland safer and reducing reoffending.

The Corporate Plan contains three Strategic Aims, which interlink, and demonstrate how the RMA seeks to Develop, Implement and Evaluate risk practice in Scotland:



Results against Business Plan objectives 2017-18

Strategic Aim 1: Develop

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

We do this through our work to set standards, produce guidelines, review research, and develop the framework for practice.

Aim 1: Develop

Aim 2: Implement

Aim 3: Evaluate

Standards & Guidelines for Risk Assessment Report Writing

The RMA has a statutory responsibility to set standards and publish guidelines for the assessment and management of risk.

Drawing on more than a decade's experience, advances in the field of risk formulation and reflecting advances in practice in working with victims, in 2017-18 the RMA redeveloped the Standards and Guidelines for risk assessment report writing. As well as input from RMA staff and board, the review process also included input from an external consultant; and completion of an equality impact assessment to identify areas where we could promote good practice.

The next steps in the process will see a consultation exercise with stakeholders, leading to publication and supporting events in September 2018.

Internet Offending

The Joint Thematic review of MAPPA in Scotland. (HMICS, 2015) identified a need for practice guidance on the assessment of risk posed by internet offenders.

In 2017-18 the RMA commenced a large scale research project to explore available evidence on the assessment of those convicted of online sexual offences, and a review of the risk instruments available. We also developed a long term study to further our knowledge of online sexual offenders, to consider the characteristics of those convicted of online sexual offences in Scotland.

The research work is anticipated to take 12 months, with data gathered from local authorities and the Scottish Government.

A literature review was conducted, which will inform a set of recommendations that the RMA will present to the MAPPA National Strategy Group in 2018; and we will engage with our national and international colleagues on the development of a model of assessment for practitioners.

Advice paper to Scottish Ministers on 10 years application of the OLR

The RMA has a duty to advise Scottish Ministers on matters relating to the assessment and minimisation of risk.

In 2017-18 the RMA gathered and analysed a range of data and information to reflect on the implementation of the Order for Lifelong Restriction (OLR) since 2006, with a view to providing an overview of the policy in practice. A paper was produced to explore the application of the OLR in the context of the original policy intent, drawing on the data held by the RMA, and the experience of key stakeholders. The paper was submitted to Scottish Ministers for consideration in January 2018.

Consistent multi-agency RMP form - OLR, LS/CMI and MAPPA

The RMA contributes to the promotion of effective practice by promoting consistency with the Framework for Risk Assessment, Management and Evaluation (FRAME).

Following internal review and development, the RMA updated the Risk Management Plan (RMP) format that promotes consistency between MAPPA and the Level of Service /Case Management Inventory (LS/CMI). We updated the draft MAPPA guidance and provided this to the Scottish Government alongside the updated RMP form.

The next release of the LS/CMI system will now include these changes to ensure that RMPs produced from the LS/CMI system are the same as those contained within the MAPPA guidance. Additional reports were also developed within the system to provide assessment information when multi-agency risk management is not required.

Support to national initiatives to promote effective practice and consistency with FRAME

We have worked with our partners to support consistency with our agreed national policy on risk assessment and management – the Framework for Risk Assessment Management and Evaluation. (FRAME).

In 2017-18 the RMA continued to contribute to national development and working groups, to provide advice on MAPPA level 1 standards; Quality Assurance of Risk of Serious Harm and RMPs; and MAPPA guidance updates:

MAPPA LS/CMI Short Life Working Group – This was established primarily to resolve issues in the co-production of RMPs between custody and community social work. A number of engagement events were undertaken with Social Work Service Managers and Team Leaders to promote collaborative co-production of RMPs.

MAPPA Level 1 Minimum Standards Short Life Working Group – This group oversees MAPPA inspection recommendation 5: "Scottish Government in partnership with Responsible Authorities should collaborate in order to develop minimum practice standards for the management of Level 1 registered sex offenders in order to support consistent and efficient practice." The revised Minimum Standards were updated and circulated to agencies in December 2017. These will be now be incorporated into the next publication of the MAPPA guidance.

Inputs were also provided to:

SPS Multi Agency Case Management Steering Group; Community Justice Scotland Learning; Development & Innovation Working Group

RMK2/SA07 National Trainers forum: Forensic Network Research Special Interest Group (FNRSIG)

Strategic Aim 2: Implement

The RMA will support partner agencies to deliver risk practice

We do this through learning and training opportunities, the provision of advice and guidance and our support to the implementation of initiatives.

Aim 1: Develop

Aim 2: Implement

Aim 3: Evaluate

Accreditation; OLR risk management plans; Annual review of risk management plans

The RMA provides assurance on practice in relation to the Order for Lifelong Restriction (OLR) through the accreditation of assessors and manners; and the approval and review of risk management plans (RMPs).

During 2017-18 the following approval and review processes were completed:

Applications for further period of accreditation – The RMA processed and approved three applications for accreditation; maintaining a cohort of fifteen accredited assessors.

Approval of initial OLR RMPs – the Criminal Justice (Scotland) Act 2003 requires RMA approval of a Risk Management Plan for each offender sentenced to an OLR, within 9 months of the date of sentence. The RMA approved 11 initial RMPs in this period.

Approval of amended risk management plans – Amended RMPs are plans developed following a significant change in the circumstances of the OLR offender. The RMA approved 16 amended RMPs in this period.

Annual review of implementation of risk management plans – Legislation requires lead authorities to report annually to the RMA on the implementation of risk management plans. During the reporting year the RMA reviewed 119 annual implementation reports submitted by Lead Authorities.

Revised RMP Approval Process

A revised process for the approval of OLR Risk Management Plans was approved by the RMA Board, with the aim of implementing greater efficiencies.

The revised RMP Approval Procedure, Scheme of Delegation and an implementation plan (to facilitate the delegation of approval functions to staff) were produced to support this change, with the new process scheduled to commence operation in April 2018.

Support to LS/CMI users; and LS/CMI System support to promote effective application and implementation

The RMA provides a range of services to Criminal Justice Social Work staff who use the LS/CMI method of assessment.

During 2017-18, the RMA responded to 448 help desk queries from practitioners. New arrangements were also put in place for technical and IT queries; and the RMA website was updated with new content for practitioners.

An event for LS/CMI Mentors was held in February 2018, with a focus on quality assurance. The response to the event was very positive, with 43 mentors in attendance representing 23 local authority areas and 9 prison establishments.

The RMA were also involved in testing new releases of the LS/CMI system.

Delivery of risk practice training course to CJSW and Police

The Fundamentals of Risk Practice training was developed by the RMA to support risk assessment and management practice with individuals who present a risk of serious harm. The training outlines the principles and process that should be evident when assessing and managing risk.

6 training courses were delivered for Criminal Justice Social Work in 2017-18, with a total of 137 social workers trained in the fundamentals of risk practice. 3 Police Risk Practice courses were delivered in 2017-18, with a total of 71 Offender Management Police Officers trained.

Review the format of the Risk Assessment Tools Evaluation Directory

The Risk Assessment Tools Evaluation Directory (RATED) provides a summary of the empirical evidence available for risk assessment tools, with an impartial and factual account of the strengths and limitations of each instrument. RATED is intended to provide assessors with evidence to inform their choice of risk assessment instrument, as part of an individualised and holistic approach to risk assessment.

In 2017-18 the RMA undertook an extensive update to RATED. The RMA contacted all authors of risk assessment instruments contained within RATED and updated content to provide practitioners with access to current evidence. The form of entries was also updated, to take account of the public sector equality duty. A redevelopment of the RATED website was commissioned, with a re-launch scheduled for mid-2018.

Strategic Aim 3: Evaluation

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

We do this by reviewing effectiveness and undertaking quality assurance processes to record outcomes and identify opportunities for continuous improvement.



Aim 1: Develop

Aim 2: Implement

Aim 3: Evaluate

LS/CMI Data: Manage compilation of data set, data sharing agreements and data access requests

The RMA has a duty to compile and keep under review information about the provision of services in Scotland.

In 2017-18 the RMA continued to gather data from local authorities. A Risk of Serious Harm report was produced and presented at both the LS/CMI Mentors event in February 2018 for discussion; and the Social Work Scotland Criminal Justice Standing Committee in March 2018.

Progress was also made on implementing new data sharing agreements with Scottish Government's Justice Analytical Services.

Quality assurance of Risk of Serious Harm Assessments

The RMA produce LS/CMI in practice reports to provide an analysis of information from the use of the LS/CMI system in Scotland. This work supports the development of self-evaluation, quality assurance measures and service planning. The analysis is also intended to provide local authorities with a national comparison to the data provided from each local authority.

Following on from the publication of local authority practice reports and the LS/CMI in practice national report (2014), in 2017-18 the RMA worked in partnership with Social Work Scotland to provide an initial overview of the profiles of those who met the criteria for further risk of serious harm assessment. A comparison was made between cases assessed as high-very high risk of serious harm against those assessed as low-medium risk of serious harm (using MAPPA definitions).

Where a risk of serious harm assessment was undertaken, the report provided practitioners with analyses that indicated factors/issues that correlate with decisions to assess as higher or lower risk of serious harm.

LS/CMI System: review LS/CMI content, system and guidance

The RMA provides a range of services to support delivery of the LS/CMI method of assessment in Scotland.

In 2017-18 the RMA reviewed the support provided to the application of LS/CMI, to ensure consistent and up to date content across LS/CMI materials including forms, guidance, system and training content. A review paper was produced and presented to the LS/CMI Working Group.

The current LS/CMI Change Request Form was also amended to include consideration of the impact of the change across all LS/CMI materials to enable on-going consistency.

Develop systems to enhance reporting and database management of OLR information

The RMA seeks to deliver effective working practices that help us to achieve best value.

In 2017-18 the RMA commenced work on a new database solution to establish a new system and process for recording information and enhance reporting capabilities on historic and current information. The new system will seek to streamline operational tasks to allow for more efficient use of resources.

The project involved a review of case management systems; meetings with Scottish Government Information Risk Advisors; and engagement with Procurement Scotland to support / lead on procurement arrangements.

The project's tender process commenced in March 2018, with a contract awarding decision anticipated in Qtr. 1 2018-19.

Focus on: Quality

As part of our role to promote effective practice in risk assessment and management, the RMA provides a range of services to Criminal Justice Social Work staff who use the LS/CMI method of assessment.

This method was designed to be consistent with FRAME and to support staff in undertaking structured and proportionate levels of assessment and management when assessing for court, supervision and when considering the risk of serious harm of individuals.

It has been a busy year for the RMA's helpdesk, with 448 helpdesk queries from social workers using LS/CMI in community and prison settings.

It has been a busy year for the RMA's helpdesk, with 448 helpdesk queries from social workers using LS/CMI in community and prison settings. Queries included practice questions, queries about guidance available on the RMA website; and advice on how to use the IT system.

To support consistency between the range of LS/CMI related material used by practitioners, we completed a substantial review of the content of the paper forms, guidance and IT system during this year.

The RMA have continued to promote effective application and implementation by further developing online guidance and provided 12 follow on sessions this year for staff based in prisons and local authorities. A key objective was completed to produce a range of quality assurance templates to support the consistent application of the method in practice.

During this year we also co-ordinated the LS/CMI Working Group, which brings together representatives from the RMA, Social Work Scotland, the Scottish Prison Service, Community Justice Scotland and the Scottish Government. Through this group we coordinate the national change management process with over 100 mentors, to ensure requirements are identified, reviewed and implemented. This resulted in numerous changes being actioned to improve the assessment method and system.

We provided IT sessions to new users, testing of the system as it is developed; and offered support to new releases. We also contributed to the LS/CMI Change Control Forum and the short-life working group, with the later focusing on promoting consistent use of the method between prison, community and MAPPA.

During 2017-18 the RMA provided a range of inputs to ICM/MAPPA coordinators, Adult Justice Throughcare Practice Network and three national Social Work Scotland engagement days.

To ensure that the advice provided is evidence based, the RMA produced an evaluation report of practitioner's LS/CMI Risk of Serious Harm evaluations. This report has been shared with Social Work Scotland. In addition, the RMA continued work on an evaluation of the LS/CMI method within the custodial setting to support the development of quality assurance methods.

Focus on: Risk Practice Training

The “Fundamentals of Risk Practice” is a training course developed by the RMA to support risk assessment and management practice with individuals who present a risk of serious harm.



The training was designed to provide a grounding in the principles and process that should be evident when assessing and managing risk of serious harm and increase confidence in applying these principles in practice.

Over 2017-18 we have continued to maintain delivery to Criminal Justice Social Workers and Police Offender Management Officers, providing:

- A three day course for criminal justice social workers
- A two day course for Police offender management officers

During 2017-2018, the RMA delivered 6 Risk Practice courses to 137 CJSW² practitioners and 3 Risk Practice courses to 71 Police offender management officers.

Feedback on the quality of the training provided has continued to be very positive:

“Facilitators appear to be knowledgeable [and] passionate about the subject.”

“Really engaging speakers, made it relevant and easy to understand.”

“It seemed like you all cared about our learning and this made it meaningful and positive.”

“Great tone and approach by facilitators. Going on training like this can be intimidating as you fear you might be ‘exposed’; however, it was undertaken in a way that build on knowledge and skill and increases confidence”



6 Risk Practice courses delivered

3 Police Risk Practice courses delivered



71 Police Officers trained

137 Social Workers trained

Glasgow	4	West Dunbartonshire	5
East Lothian		South Lanarkshire	5
North Lanarkshire	6	Argyll & Bute	1
East Renfrewshire	2	Renfrewshire	6
Fife	7	Midlothian	4
Western Isles	3	West Lothian (includes prison)	7
Highland	4	Scottish Borders	5
Shetland	2	Clackmannanshire	7
Perth & Kinross		Aberdeenshire	7
Orkney	1	Angus	4
Edinburgh	8	Dundee	3
South Ayrshire	3	Inverclyde	4
Dumfries & Galloway	5	East Ayrshire	5
East Dunbartonshire	1	North Ayrshire	5
Aberdeen City	5	Stirling	1
Moray	3		
Falkirk	6		



Risk Practice Training - Learning Evaluation

During 2017-18 the RMA continued to evaluate the effectiveness of our delivery of risk practice training. We are delighted that all courses have demonstrated knowledge gain and also increased confidence in staff.

As an example, those practitioners who fully understand the risk assessment process increased by 90% as a result of the training. Similarly, understanding of aspects of offence analysis increased by up to 93% and scenario types increased by 82%. We will continue to develop the content of the training as a result of our evaluations.

Our learning has also informed further developments to the form of Risk of Serious Harm assessment and Risk Management Plan within MAPPA. As part of the learning evaluation, we developed a method of quality assurance for local authorities to evaluate the quality of risk practice.

KPIs

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

To this end the RMA identified 3 key performance indicators (KPIs) to help us measure and evaluate how successful we are at managing our resources and delivering services of a high standard.

Key Performance Indicators 2017-18		Target	Result
1	Risk Management Plans approved in accordance with statutory 9 month timescale	100%	100%
2	Annual Implementation Report feedback letters issued to Lead Authorities within 6 weeks	100%	83%
3	Training & Events: delegate satisfaction survey rating	85%	86.5%

Detail

- Lead Authorities are required to submit a Risk Management Plan to the RMA for each OLR offender, within 9 months of sentencing. During 2017-18, the RMA supported Lead Authorities to achieve the approval of 100% of initial plans within the 9 month timescale.
- Lead Authorities are required to report annually on the implementation of Risk Management Plans for OLR offenders. The majority of AIRs were reviewed by staff within the 6 week timescale, however some reviews require additional actions, which adversely affect the overall result against the KPI target.
- The RMA delivered Risk Practice training to Criminal Justice Social Workers and Police Offender Management Officers. Training evaluations showed that:
 - The material covered enhanced my knowledge and understanding of risk assessment and management practice: 88.5%
 - The course has equipped me to undertake an assessment of risk of serious harm and build a risk management plan: 81.5%
 - The skills I have learnt are relevant and easily transferable to my workplace: 85%
 - I would recommend this training to others: 86.5%

LS/CMI User Satisfaction Survey

The RMA plays a key role in supporting the Scottish Government and other key stakeholders in the implementation of a consistent method of risk/needs assessment across Scotland.



The on-going development of the chosen method, the Level of Service and Case Management Inventory (LS/CMI), is steered by the LS/CMI Working Group, which consists of senior users of the method and system, the RMA, Scottish Government Community Justice colleagues, Social Work Scotland, Community Justice Scotland and the Scottish Prison Service.

Helpdesk facilities are provided by the RMA to support practitioners and offer advice on the use of the LS/CMI. Support on technical IT issues is provided separately by NVT.

In 2017 the RMA helpdesk responded to 322 queries from community workers and 126 from custodial workers.

To inform our performance monitoring of the helpdesk, the RMA issues an LS/CMI user satisfaction survey each year. This survey provides an opportunity for users to identify improvements to the helpdesk and shape how future support is delivered.

The survey for 2017 was circulated to 168 individuals via Survey Monkey. There were a total of 37 respondents. Two of the survey questions related to respondent's satisfaction with the speed and quality of advice/guidance provided. The survey results found that:

- 97% of respondents were satisfied/very satisfied with the speed of the response to their enquiry (36/37 respondents)
- 94% of respondents were satisfied/very satisfied with the advice/guidance provided to their enquiry (35/37 respondents)

Focus on: LS/CMI Mentors

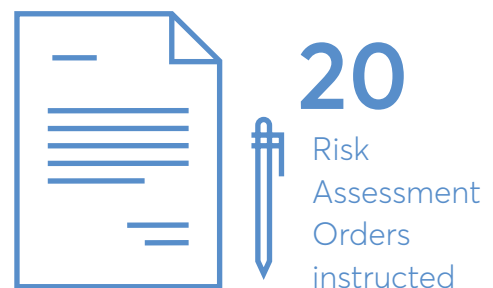
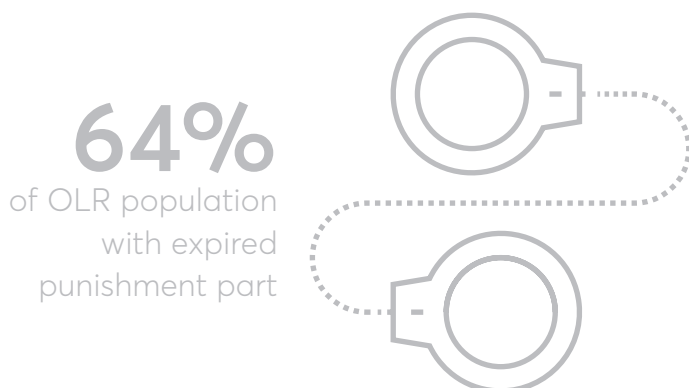
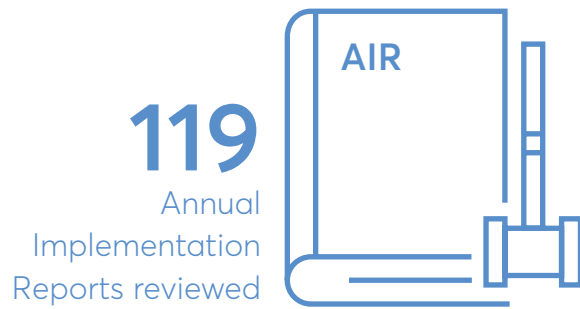
LS/CMI mentors play an important role in helping and supporting practitioners in their area. Mentors also help to identify issues with the method and contribute to the development of quality assurance approaches.

As part of our role to promote effective practice in risk assessment and management, the RMA hosted a mentors event in February 2018. This successful event was attended by forty six mentors from across Scotland; with twenty three local authority areas and nine prisons represented.

The RMA provided presentations on quality assurance lessons learned from practice, system developments and data from practitioners' evaluations of Risk of Serious Harm. New quality assurance templates were provided, along with an update on the current literature relating to the LS/CMI and its youth version YLS/CMI. Attendees were also given the opportunity to share examples of quality assurance practices within their services and any challenges faced.

94% of those who attended indicated that they would apply learning from the event to practice; this included using quality assurance templates developed by the RMA to support consistency in assessments. Attendees fed back a number of useful suggestions relating to peer support, LS/CMI data and risk of serious harm assessment. 92% of attendees indicated that they would attend further events.

The OLR



Accreditation and Risk Management Plan approval processes

The Order for Lifelong Restriction (OLR) became available to the High Court in 2006. This sentence provides for the lifelong management of high-risk violent and sexual offenders.

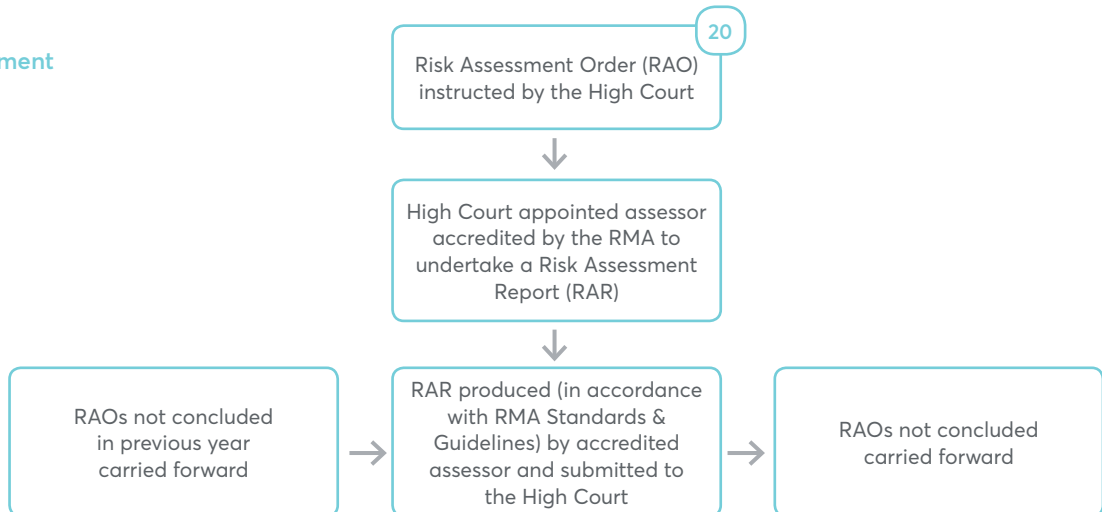
In cases where the High Court considers that an offender may meet the set 'risk criteria', it will make a Risk Assessment Order (RAO). With this order an Assessor accredited by the Risk Management Authority is appointed to produce a Risk Assessment Report. This report assists the High Court in its consideration of whether or not an Order for Lifelong Restriction should be imposed.

The OLR process is supported by the Risk Management Authority's Accreditation Committee. The primary function of the Accreditation Committee is to consider RMA accreditation of persons or manners of assessing and minimising risk and to assess whether they meet the RMA standard for accreditation. The Committee's specific powers, set out in full in the Risk Assessment and Minimisation (Accreditation Scheme) (Scotland) Order 2006, include:

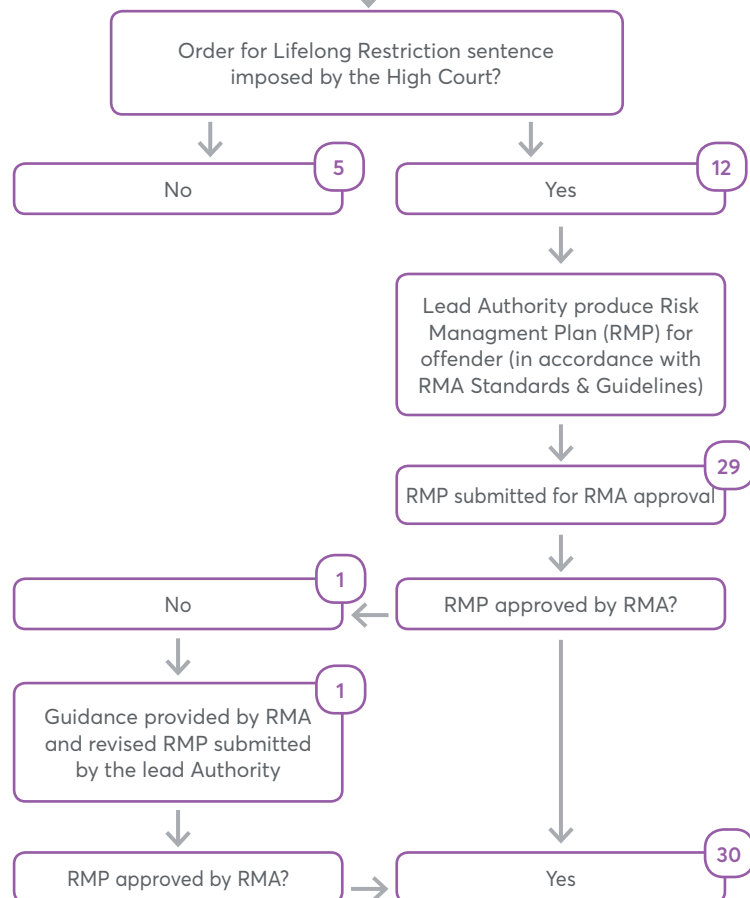
- To decide whether an applicant has met the required competencies and standards to become an RMA risk assessor and to award accredited status if they have;
- To provide appropriate direction to RMA staff on the handling of an application for accreditation at all stages prior to a final decision on whether or not to accredit a person;
- To decide whether a manner has met the required criteria to become an RMA accredited manner and to award accredited status if it has;
- Oversee the development and review of any RMA Standards & Guidelines with regards to risk assessment and management, which Accredited Assessors must conform to.

The following process map overleaf illustrates the key elements of the OLR process: Risk Assessment Report, Risk Management Plan and Annual Implementation Report. The figures highlighted for each component of the process indicate the level of recorded activity for 2017-18.

Risk Assessment Report



Risk Management Plan



Annual Implementation Report



Accreditation

Accreditation as a risk assessor is based on a competency framework in order to apply consistent standards of assessment across different professions. The competency framework underpins the application process, which balances the required rigour with recognition that candidates for accreditation are experienced practitioners with a wide range of relevant skills. It should be noted that assessors are accredited by the RMA and commissioned directly by the High Court.

*3 applications for
accreditation as a risk
assessor approved*

The RMA Accreditation Committee processed three applications for accreditation during 2017-18, with all three applications approved. The cohort of assessors available to undertake Risk Assessment Reports on behalf of the High Court remains at fifteen; this number of RMA Accredited Assessors is sufficient to meet the current demands of the High Court.

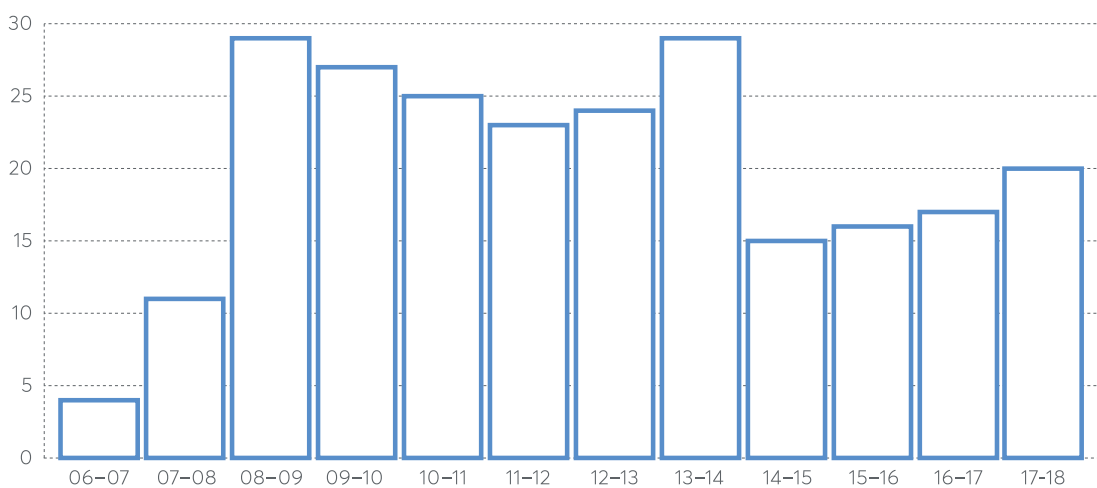
The Risk Assessment and Minimisation (Accreditation Scheme) (Scotland) Order 2006 requires the RMA to consider complaints relating to either an accredited person or manner of assessing or minimising risk. The RMA received one complaint in 2017-18.

The RMA has legislative powers to accredit manners for the purposes of assessing and minimising risk. There is currently one manner accredited by the RMA, which is used for the purposes of risk assessments conducted by Accredited Assessors under Section 210B and 210D of the Criminal procedure (Scotland) Act 1995 (as amended by the Criminal Justice (Scotland) Act 2003).

Risk Assessment Orders

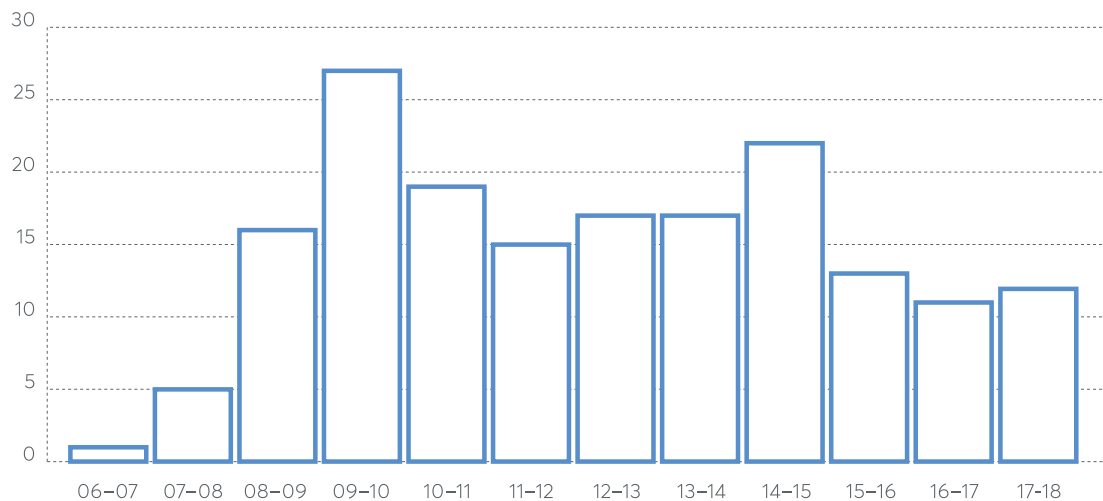
Once a RAO has been instructed, the Accredited Assessor has 90 days to complete the Risk Assessment Report (although this can be extended). As such, RAOs instructed near the financial year end are carried forward, to be concluded in the subsequent financial year.

Risk Assessment Orders



20 Risk Assessment Orders instructed by the High Court

Since the inception of the legislation to 31 March 2018, the 240 Risk Assessment Orders made by the High Court have resulted in a total of 176 individuals being sentenced to an OLR; providing a conversion rate of 77%. The conversion rate for 2017-18 was 70%.

Orders for Lifelong Restriction

In terms of offences that led to an OLR sentence being made, the circumstances in which the High Court in Scotland may consider making a Risk Assessment Order in respect of a convicted person are broad. Other than murder (where there is a mandatory life sentence) there are no exclusions to the offences that may be considered. Three specific categories are mentioned:

- Sexual offences;
- Violent offences; and
- Offences which endanger life

An element of the OLR sentence is that detention can continue beyond an offender's expired punishment part. The Parole Board (sitting as a tribunal) is responsible for determining whether or not an OLR offender requires to continue to be confined for the protection of the public. The tribunal directs an individual's release, on licence, from custody only when it is satisfied that the risk can be managed safely in the community.

On release an individual would continue to be subject to a Risk Management Plan and Annual Implementation Report. Should an individual breach conditions of their release or give cause for concern whilst on licence, they would be liable to be recalled to custody. There are currently 165 active OLR cases. The punishment part has expired for 105 (64%) members of the total OLR population

12 Orders for Lifelong Restriction imposed by the High Court

Risk Management Plans

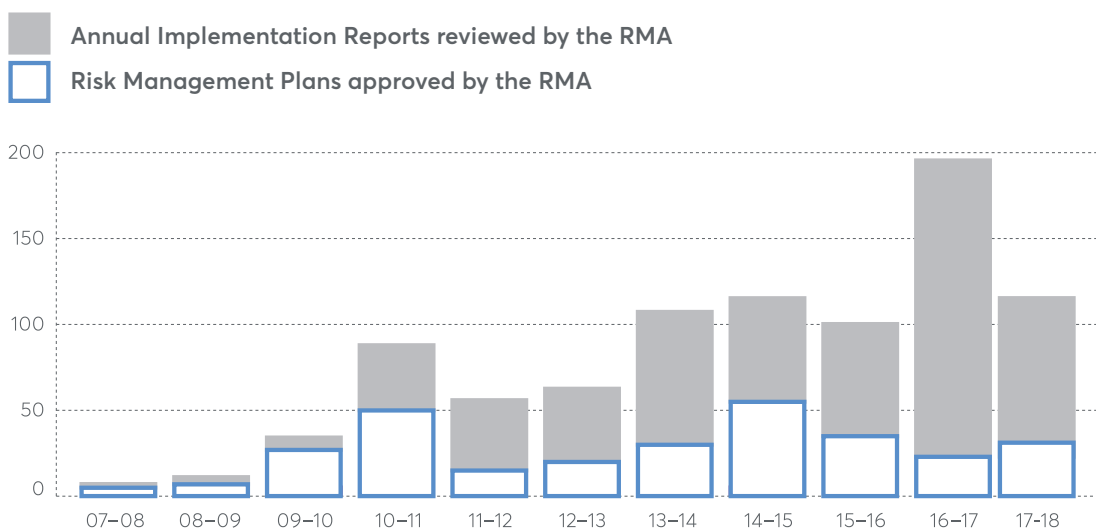
The Criminal Justice (Scotland) Act 2003 requires RMA approval of a Risk Management Plan for each offender sentenced to an Order for Lifelong Restriction, within nine months of the date of sentence.

30 Risk
Management
Plans approved*

119 Annual
Implementation
Reports reviewed

Thereafter, plans are reviewed annually with implementation reports submitted to the RMA. The purpose of the Risk Management Plan is to ensure that risk is properly managed on a multi-disciplinary basis. As such, agencies with statutory responsibilities for the offender such as the Scottish Prison Service, local authority social work services and health services providers, must collaborate in the preparation of the Risk Management Plan. The agency responsible for writing the Risk Management Plan and submitting it to the RMA is known as the lead authority - this lead authority can change depending on the offender's circumstances (e.g. whether in prison, secure hospital, or released on licence in the community). The Risk Management Plan provides an assessment of the offender's risk, describing the measures taken to minimise that risk and how those measures are co-ordinated.

In this reporting year, 30 Risk Management Plans (RMP) were approved and a total of 119 Annual Implementation Reports (AIR) were reviewed by the RMA. The 30 plans consisted of 11 initial RMPs, 18 amended RMPs and 1 revised amended RMP submitted for approval. Amended RMPs are plans developed following a significant change in the circumstances of the offender.



* 1 plan approved after guidance from the RMA, resulting in a revised plan being submitted for further consideration

Financial Summary

The annual accounts report the results of the Risk Management Authority for the year 1 April 2017 to 31 March 2018.

They have been prepared in accordance with the Accounts Direction given by the Scottish Ministers in accordance with Section 12 (3) of the Criminal Justice (Scotland) Act 2003.

The Risk Management Authority is financed through Grant-in-Aid from the Scottish Government Community Justice Division. The Scottish Ministers are answerable to the Scottish Parliament for the Risk Management Authority and are responsible for making financial provision to meet the Risk Management Authority's needs.

For this year the Risk Management Authority's total expenditure amounted to £1,110,000. Funding was provided by Scottish Government in the form of grant-in-aid (£946,000) with the balance of £164,000 funded from reserves.

	Funding £'000	Drawdown £'000
Resource DEL	985	946

All expenditure incurred during 2017-18 was within agreed budgetary provision.

The Financial Statements and Notes for this reporting period are appended to the end of the report.

Changes in Non-Current Assets

The Risk Management Authority acquired £1,000 in non-current assets during the year. The acquisition related to the upgrade of IT equipment.

Public Interest Reports

Environmental Issues

The Risk Management Authority operates environmental policies and procedures, which include recycling and choosing sustainable products. The Risk Management Authority also provides a cycle to work scheme for all staff and promote car sharing for attendance at events and meetings. The RMA aims to communicate through electronic media, making better use of technology to deliver information in a cost effective and environmentally friendly manner.

Social, Community and Human Rights Issues

The Risk Management Authority has a policy to support staff volunteering and voluntary activities and also has an Equal Opportunities Policy and Procedure. Under the Equality Act 2010 Specific Duties (Scotland) Regulations 2012 and 2016, the Risk Management Authority reports on mainstreaming the equality duty, publishes equality outcomes and records progress. An Equality Mainstreaming Report was published in April 2017, which included a review of the Risk Management Authority's progress against equality outcomes.

Anti-Corruption and Anti-Bribery Matters

The Risk Management Authority Fraud policy incorporates bribery and corruption. The policy outlines methods for reducing opportunities for fraud and the process for reporting and responding to fraud.

Public Services Reform Act Report

The Public Services Reform (Scotland) Act 2010 (the Act) came into force on 1 October 2010. Sections 31 to 32 of Part 3, places duties on public bodies to provide and publish information on certain expenditure and exercise of functions. The chart below represents the Risk Management Authority's publication of the required information.

Public Services Reform Act Report	Cost
External Consultancy	£12,296
Public Relations	£13,026
Payments Exceeding £25,000:	£164,639
i) Abbeymill Business Centre – Office Rent: £46,020	
ii) Anderson Strathern – Legal Costs - £47,158	
iii) Scottish Government – IT & Estates: £71,461	

Payment Performance

In line with Scottish Government the Risk Management Authority's policy for the payment of invoices, not in dispute, is within 10 day of receipt (or the agreed contractual terms if otherwise specified). The Risk Management Authority aims to pay 100% of invoices, including disputed invoices once the dispute has been settled, within these terms.

During this financial period the Risk Management Authority paid a total of 86% of invoices received within the terms of the payment policy, compared with 83% in the previous year. The Risk Management Authority will continue to investigate service improvements in order to achieve this target in future.

As at year end the value of supplier payments outstanding was £81,115. Supplier payments outstanding at 31 March 2017 was £142,312. All short term liabilities were classified as trade payables.

The Risk Management Authority observes the principles of the Better Payment Procedure Code.

Freedom of Information

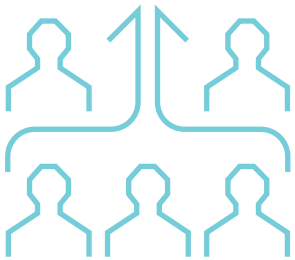
*The RMA
responded to
all Freedom of
Information
requests within
20 working days*

The Freedom of Information (Scotland) Act 2002 (FOISA) provides individuals with a right of access to all recorded information held by Scotland's public authorities. Anyone can use this right, and information can only be withheld where FOISA expressly permits it. Section 23 of FOISA also requires that all Scottish public authorities maintain a publication scheme. The RMA's publication scheme sets out the types of information that we routinely make available.

In 2017-18 the RMA received 15 requests under FOISA. Under the legislative guidelines for FOISA, public authorities have 20 working days to provide their response. Responses were provided to all requests within the legislative guidelines of 20 working days.

External Engagement

The RMA works with partner agencies to support consistency with the agreed national policy on risk assessment and management – the Framework for Risk Assessment Management and Evaluation (FRAME) (2011). The FRAME policy aimed to develop a consistent evidence based approach of ethical risk assessment and management practice.



Six years on from the publication of this multi-agency collaboration, a wide range of initiatives continue to be informed by the agreed Standards of practice. During this year we have further developed a consistent form for the assessment and management of those who pose a risk of serious harm. Within MAPPA we have updated the MAPPA guidance to ensure consistency with the LS/CMI method of assessment.

The RMA have provided inputs to a range of partners including training for Deputy Governors, inputs with ICM/MAPPA coordinators and a number of engagement days with Social Work Scotland to support the collaborative development of Risk Management Plans.

We have continued to engage with our youth and community justice colleagues and provided advice to the Scottish Government on the development of MAPPA level 1 standards, to promote proportionate, ethical and evidence based practice.

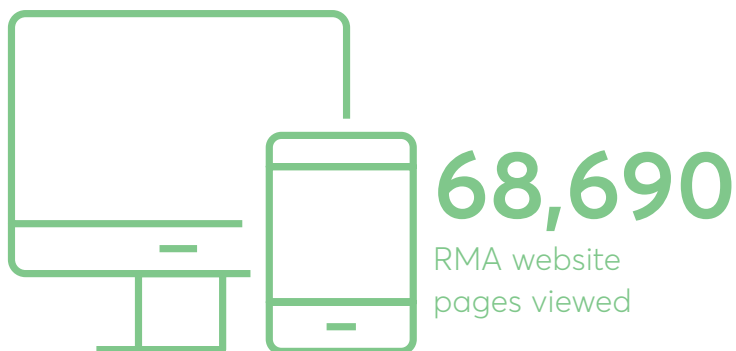
The RMA provided advice and contributions to a number of national development and working groups, including:

- MAPPA National Strategy Group
 - MAPPA Development Group
 - MAPPA Level 1 Minimum Standards Short Life Working Group
 - MAPPA Co-coordinators Group
 - Social Work Scotland Standing (SWS) Committee
 - SWS Adult Justice Throughcare Practice Network
 - Scottish Prison Service (SPS) Multi-Agency Case Management Steering Group
 - SPS SLWG – Risk Assessment for Prisoners not Subject to Post-release Supervision
 - LS/CMI Working Group,
 - LS/CMI Short Life Working Group
 - LS/CMI System Change Board and Cadence groups
 - Risk Matrix/Stable and Acute 2007 Trainers group
 - Community Justice Scotland Learning, Development & Innovation Working Group;
 - Minimum Age of Criminal Responsibility Implementation Reference Group
 - Forensic Network Research Special Interest Group (FNRSIG)
-

Website Statistics

The RMA website is a key means of communication with stakeholders and practitioners.

The totals below illustrate the level of engagement achieved via the corporate website.



Future Strategic Developments

The RMA Business Plan 2018-19 sets out our objectives for the forthcoming year that will contribute to the achievement of our Corporate Plan.

Through Strategic Aim 1 we advance evidence-based, effective and ethical risk practice by our work to set standards, produce guidelines, review research, and develop the framework for practice.

Delivery of Strategic Aim 2 concerns our work with partner agencies to deliver learning and training opportunities, the provision of advice and guidance and supporting the implementation of initiatives.

With Strategic Aim 3 we evaluate the quality and impact of risk practice, reviewing effectiveness and undertaking quality assurance processes to record outcomes and identify opportunities for continuous improvement.

Business Plan objectives 2018-19:

- Publish Standards and Guidelines for Risk Assessment Report Writing.
 - Continue work on a large scale exploration of the evidence available on the assessment of those who have been convicted of online sexual offences, including risk instruments available. Objective includes interim recommendations for the development of a practice model in June 2018 and scoping of a long term study to further our knowledge of online sexual offenders in Scotland, considering the characteristics of those convicted of online sexual offences in Scotland.
 - Develop risk practice training for the Scottish Prison Service - we will develop and deliver training for OLR Case Managers and scope the training needs of other staff including Deputy Governors to inform future development work.
 - We will continue to provide advice to Police Scotland on the development of the Police Practice model and to the Scottish Prison Service on the assessment of short-term prisoners.
 - We will contribute to national development and working groups.
-

-
- Deliver 3 Risk Practice courses to Criminal Justice Social Workers.
 - Deliver 2 Risk Practice courses to Police Offender Management Officers.
 - Within the LS/CMI Working Group, we will work in partnership with Community Justice Scotland and Social Work Scotland to review and further develop LS/CMI training.
 - We will support LS/CMI practitioners and mentors by further developing our methods of engagement and responding to requests for advice to promote effective application and implementation.
 - We will continue to update RATED and document new and emerging tools to provide a summary of the empirical evidence on each assessment included in the directory.
 - We will develop logic models to evaluate our contribution to risk practice and to inform future development priorities.
 - Approve OLR Risk Management Plans submitted by Lead Authorities.
 - Review Annual Implementation Reports submitted for OLR cases.

A copy of the RMA Business Plan for 2018-19 is available to download from our website.

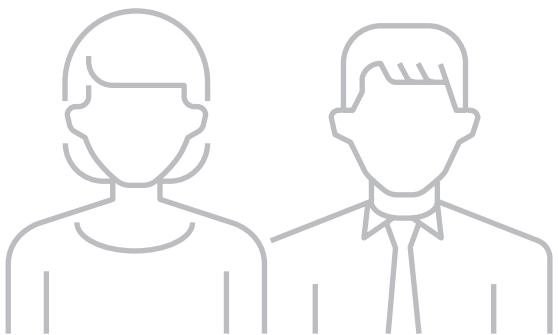


Yvonne Gailey

Chief Executive and Accountable Officer

18/06/2018

Accountability Report



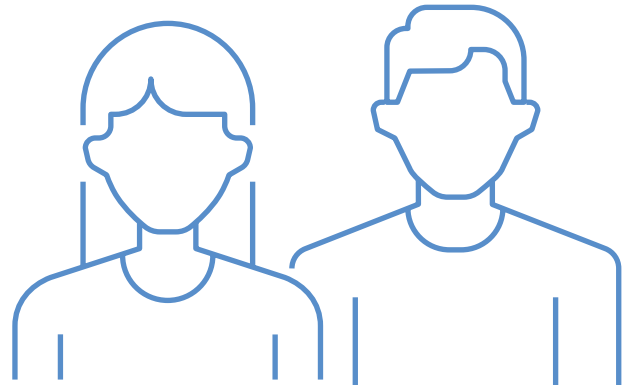
50%

1 female director

50%

1 male director

Senior Management



63%

12 female staff

37%

7 male staff

Staff gender



3.9%

Staff absence rate



50%

Female

50%

Male

Board gender

Director's Report

Board Members

The role of Board members is to provide leadership, direction, support and guidance to ensure the Risk Management Authority delivers and is committed to delivering its functions effectively and efficiently and in accordance with the aims, policies and priorities of the Scottish Ministers. It has corporate responsibility, under the leadership of the convener, for the following:

- taking forward the strategic aims and objectives for the body agreed by the Scottish Ministers;
- determining the steps needed to deal with changes which are likely to impact on the strategic aims and objectives or on the attainability of its operational targets;
- promoting the efficient, economic and effective use of staff and other resources;
- ensuring that effective arrangements are in place to provide assurance on risk management, governance and internal control;
- taking into account relevant guidance issued by the Scottish Ministers;
- ensuring the board receives and reviews regular financial information concerning the management and performance and is informed in a timely manner about any concerns regarding activities;
- appointing, with the approval of the Scottish Ministers, the Chief Executive and, in consultation with the Scottish Government, set appropriate performance objectives and remuneration terms linked to these objectives which give due weight to the proper management and use of resources and the delivery of outcomes;
- demonstrating high standards of corporate governance at all times, including openness and transparency in its decision making;
- functions as laid out in The Risk Assessment and Minimisation (Accreditation Scheme) (Scotland) Order 2006; and
- functions as laid out in the Criminal Justice (Scotland) Act 2003.

The Board convened on eleven months during the financial year and comprised of the following members:

Mr David Crawford (Convener)	Prof Hazel Kemshall
Mr Terence Powell	Dr Aileen Burnett
Mr Stephen Swan	Mr Chris Hawkes
Ms Jane Davey	Dr Katharine Russell

To support informed decision and policy making the Board established the following committees:

- i) Accreditation Committee – The primary purpose of this Committee is to take decisions relating to the accreditation of assessors and manners of assessment. The Accreditation Committee was chaired by Prof Hazel Kemshall though to February 2018, and then subsequently chaired by Ms Jane Davey. The Committee convened on five occasions over the course of the year during which the Committee accredited five assessors for the purposes of preparing risk assessment reports for individuals being considered for an Order for Lifelong Restriction;
 - ii) Appeals Committee – The purpose of this Committee is to consider and decide any appeals lodged against a decision by the Accreditation Committee. The Appeals Committee is chaired by the Convener and was not required to convene during the reporting period;
 - iii) Audit Committee – The purpose of this Committee is to support the Accountable Officer responsible for issues of risk, control and governance and associated assurance through a process of constructive challenge. The Committee was chaired by Mr Stephen Swan and convened on four occasions during the year; and
 - iv) Remuneration Committee – The purpose of this Committee is to consider and make recommendations to the Board and Scottish Ministers on pay policy and the annual pay award for the Chief Executive and staff. The Committee is chaired by the Convener and convened on five occasions to consider pay related matters.
-

Directors

The Risk Management Authority has an executive management team to support the Board, this team includes

i) Chief Executive

The Chief Executive, Ms Yvonne Gailey was appointed on 27 May 2009 and is the Accountable Officer of the RMA. Responsibilities as Accountable Officer, include responsibility for the propriety and regularity of the public finances for which the Accountable Officer is answerable, for the keeping of proper records and for safeguarding the Risk Management Authority's assets, are set out in the Framework Document with the Scottish Government and the Statement of Accountable Officer's Responsibilities within the accounts.

ii) Director of Business Performance

The Director of Business Performance, Mr Paul Keoghan was appointed on 26 January 2009. In supporting governance arrangements the Director of Business Performance oversees all corporate service functions including human resources, finance, policy development, communications and information technology.

Register of Interests

All devolved public bodies have a duty to set up, maintain and make available for public inspection a register of Board member interests. The Risk Management Authority's Register of Members' interests is available for inspection on its corporate website at: <http://www.rmascotland.gov.uk/about-the-rma/governance-and-corporate-info/rma-board-and-committees/>

Personal Data Incidents

Under the requirement to report on personal data related incidents which have been formally reported to the information commissioner's office, the Risk Management Authority reports that there were no personal data incidents reported in the financial period.

Pensions

All staff of the Risk Management Authority are eligible to become members of the civil service pension arrangements. Further details about the Civil Service Pension arrangements can be found at the website www.civilservice.gov.uk/pensions.

Statement of Accountable Officer's Responsibilities

Under paragraph 13 of the Criminal Justice (Scotland) Act 2003, the Scottish Ministers have directed the Risk Management Authority to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Risk Management Authority, and of its income and expenditure, recognised gains and losses, and cash flows for the financial year. In preparing the accounts the Accountable Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by the Scottish Ministers, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards as set out in the Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements; and
- prepare the financial statements on a going concern basis.

The Accountable Officer for the Scottish Government Justice Department designated the Risk Management Authority's Chief Executive, Ms Yvonne Gailey, as the Accountable Officer for the Risk Management Authority. Responsibilities as Accountable Officer, including the responsibility for the propriety and regularity of the public finances for which the Accountable Officer is answerable, for the keeping of proper records and for safeguarding the Risk Management Authority's assets, are set out in the Memorandum to Accountable Officers of Other Public Bodies.

The Accountable Officer is responsible for the maintenance and integrity of the corporate and financial information included on the Risk Management Authority's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

As Accountable Officer, as far as I am aware, there is no relevant audit information of which the Risk Management Authority's auditors are unaware. I have taken all reasonable steps that ought to have been taken to make myself aware of any relevant audit information and to establish that the Risk Management Authority's auditors were aware of that information.

In my opinion, the annual reports and accounts are fair, balanced and understandable and I accept responsibility for the annual report and accounts and the judgements required for determining that it is fair, balanced and understandable.

Governance Statement

Scope of responsibility

As Accountable Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of the Risk Management Authority's policies, aims and objectives, whilst safeguarding the public funds and the Risk Management Authority's assets for which I am personally responsible, in accordance with the responsibilities assigned to me in the Sponsorship Framework.

As Accountable Officer I have specific responsibility in relation to:

- planning, performance management and monitoring;
- advising the Risk Management Authority;
- managing risk and resources; and
- accounting for the Risk Management Authority's activities.

The Scottish Public Finance Manual (SPFM) is issued by the Scottish Ministers to provide guidance to the Scottish Government and other relevant bodies on the proper handling and reporting of public funds. It sets out the relevant statutory, parliamentary and administrative requirements, emphasizes the need for economy, efficiency and effectiveness, and promotes good practice and high standards of propriety.

The Governance Framework

The Risk Management Authority's governance framework is clearly defined within the context of the Sponsorship Framework which specifically addresses:

- the functions, duties and powers of the Risk Management Authority;
- aims, objectives and targets;
- the responsibilities of the Convener, the Board and the Chief Executive;
- planning, budgeting and control;
- external accountability;
- staff management;
- reviewing the Risk Management Authority's role; and
- key financial and operating procedures.

The governance framework is further supported by a Code of Conduct for Board Members and a Corporate Risk Management Strategy.

The Board

The Board has corporate responsibility for ensuring the Risk Management Authority fulfils the aims and objectives set by Scottish Ministers and for promoting the efficient and effective use of staff and other resources in accordance with the principles of Best Value. The Board is supported by an Accreditation Committee, Appeals Committee, Audit Committee and Remuneration Committee.

During the reporting period the Board convened on eleven occasions, and on each occasion the meetings were quorate and a set of minutes produced to record all agreed actions and decisions. At each meeting Members are requested to submit any declarations of interest, with a full record made on the minutes in compliance with the Code of Conduct. In accordance with the Risk Management Authority's Publication Scheme, edited versions of these minutes are available on the corporate website. The Risk Management Authority provides an internal induction programme for all new Board Members in addition to access to external Board Training.

Risk Management

All bodies subject to the requirements of the SPFM must operate a risk management strategy in accordance with relevant guidance issued by Scottish Ministers. The general principles for a successful risk management strategy are set out in the SPFM.

Staff are trained to manage risk in a way appropriate to their authority and duties. The Risk Management Authority communicates its risk register to staff and has a framework for staff to report risk.

The Risk Management Authority has a documented risk management strategy which specifies the roles of the Board, the Audit Committee and the Chief Executive and details the process of risk identification in relation to the Risk Management Authority's objectives. The strategy details the process of risk categorisation and the approval and review structure for the Risk Register by the Audit Committee and Board.

Risk Management is embedded into corporate processes with the risk register reviewed regularly and reported to the Audit Committee meeting. The risk register is reviewed in conjunction with the preparation of Corporate and Business Plans.

Assessment of Corporate Governance and Risk Management Arrangements

As Accountable Officer, I have responsibility for overseeing the Risk Management Authority's corporate governance arrangements including compliance with generally accepted best practice principles and relevant guidance. In addition, I have responsibility for reviewing the effectiveness of the Risk Management Authority's risk management arrangements and system of internal control. My review of the effectiveness of these systems has been informed by the following key processes:

- the management team within the Risk Management Authority which have responsibility for the development and maintenance of governance, performance and internal controls frameworks;
 - the Board which have responsibility for receiving, monitoring and commenting on regular management reports on governance matters, performance outcomes and risk management;
 - work of the Risk Management Authority's Audit Committee as delegated by the Board which includes ongoing review of the Authority's external assurance functions and internal assessments on governance, risk and Best Value;
 - work of the internal auditors, who submit to the Risk Management Authority's Audit Committee regular reports which include the independent and objective opinion on the adequacy and effectiveness of the organisation's systems of internal control together with recommendations for improvement;
 - comments made by the external auditors in their management letters and other reports.
 - work of the Committees charged with responsibility for the governance and performance in the areas encompassing Accreditation, Audit and Remuneration.
-

My review and assessment has been informed directly by the following key processes which have operated continuously and effectively during the course of the reporting period:

- meetings of the Board to consider, policies, plans and the strategic direction of the Risk Management Authority;
- a programme of planned audits performed by the internal auditors with reports being presented to the Accountable Officer and the Audit Committee;
- action plans are in place to correct any weaknesses identified by internal audit and these are monitored by the Audit Committee;
- certificates of assurance provided by the Director of Business Performance; Head of Delivery; Head of Development and Head of Internal Audit to support my review of the system of internal control;
- committee meetings;
- annual committee performance reports;
- regular meetings with staff on business plan objectives and risk identification;
- a system of key performance and risk indicators;
- a risk register for the Authority.

As Accountable Officer I can confirm that I am fully content with the effectiveness of the Risk Management Authority's existing arrangements to ensure appropriate standards of corporate governance and effective risk management. I can also confirm that there were no significant control weaknesses or identified lapses in data security during the reporting period.

Remuneration and staff report

The sections marked with an * in this Remuneration and staff report are subject to a separate opinion by Audit Scotland. The other sections of the Remuneration and staff report were reviewed by Audit Scotland to ensure they were consistent with the financial statements.

Board Member Remuneration Policy

The Convener and Board Members are public appointments made by the Scottish Ministers under the procedures set by the Office of the Commissioner for Public Appointments. The Convener was appointed for a term of 4 years which ends on 31 March 2021.

The Convener and Board Members are paid an annual salary which is set by the Scottish Ministers. Salaries are reviewed annually and pay awards are controlled by the Scottish Government Senior Salary Review Board. The Convener and Board Member appointments are not pensionable.

The Risk Management Authority has in place a Remuneration Committee, current membership of the Committee is Mr David Crawford, Mr Stephen Swan, Mr Chris Hawkes and Ms Jane Davey. The Committee's function is to make recommendations to the Board and the Scottish Ministers on a range of pay policy matters including the level of annual pay award for staff and the senior executives (directors) which include the Chief Executive and Director of Business Performance.

Chief Executive Remuneration Policy

The Board, in conjunction with the Scottish Government, agree a salary range for the Chief Executive. The Chief Executive, Ms Yvonne Gailey, assumed post on the 27 May 2009 and is employed on a permanent contract with a requirement for a three month notice period. The Chief Executive post is pensionable under the civil service pension arrangements and there are no early termination payment clauses contained in the contract of employment.

Annual pay awards are dependent upon performance and the parameters of pay awards controlled by the Scottish Government's Public Sector Pay Policy for Senior Appointments. The Chief Executive Salary is reviewed annually by the Remuneration Committee with all changes to salaries or benefits requiring approval of the Scottish Ministers. The Chief Executive's performance is assessed by the Convener of the Risk Management Authority using a system of annual appraisal which will assess performance against business plan and corporate plan objectives.

In the reporting year the Chief Executive's pay award was governed by a one year pay policy covering 2017-18, the key terms of the policy included:

- i) Cost of increase in basic pay limited to 1%
- ii) Cost of pay scale progression, where applicable, limited to 1.5%
- iii) A commitment to no compulsory redundancy
- iv) Payments under performance related pay suspended

Director of Business Performance Remuneration Policy

The remuneration of the Director of Business Performance is set by the Board. The Board agree salary ranges for the Director and annual pay awards are dependent upon performance. The Director of Business Performance, Mr Paul Keoghan, assumed post on 26 January 2009 and is employed on a permanent appointment with a three month notice period. The Director post is pensionable under the civil service pension arrangements and there are no early termination payment clauses contained in the contract of employment.

The parameters for annual pay awards are controlled by the Scottish Government's Public Sector Pay Policy for Staff Pay Remits. The Director's is reviewed annually by the Remuneration Committee with all changes to salaries or benefits requiring approval of the Scottish Ministers. The Director's performance is assessed by the Chief Executive using a system of annual appraisal which will assess performance against business plan and corporate plan objectives. In the reporting year the Director's pay award was governed by a one year pay policy covering 2017-18, the key terms of the policy included:

- i) Cost of increase in basic pay limited to 1%
 - ii) Pay scale progression, where applicable, can be awarded
 - iii) A commitment to no compulsory redundancy
 - iv) Payments under performance related pay suspended
-

Remuneration*

i) Board Member Remuneration

'Salary' includes gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation.

Board Member Remuneration	2017-18 £'000	2016-17 £'000
Mr David Crawford, Convener	5-10	–
Dr Aileen Burnett, Board Member	5-10	–
Ms Jane Davey, Board Member	5-10	–
Mr Terence Powell, Board Member	5-10	–
Mr Stephen Swan, Board Member	5-10	5-10
Mr Chris Hawkes, Board Member	5-10	5-10
Prof Hazel Kemshall, Board Member (until 28 February 2018)	5-10	5-10
Dr Katharine Russell, Board Member (until 31 March 2018)	5-10	5-10
Dr Anne MacDonald, Board Member (until 31 March 2017)	–	5-10
Mr Emcee Chekwas, Board Member (until 30 Nov 2016)	–	0–5
Mr Peter Johnston, Convener (until 30 Sept 2016)	–	0–5
Ms Elizabeth Carmichael, Board Member (until 31 July 2016)	–	0–5

ii) Performance Related Pay

Performance pay or bonuses are disclosed separately from salaries and relate to the year in which they become payable. The value of payments made under performance related pay for the reporting period was nil.

iii) Directors' Remuneration and Accrued Pension Benefits*

Board Member appointments are not pensionable. The table below show the value of accrued pension benefits and remuneration for Directors.

Director	Salary £'000		Benefit in kind (nearest £100)		Pension benefits (nearest £1000)		Total £'000	
	2017-18	2016-17	2017-18	2016-17	2017-18	2016-17	2017-18	2016-17
Ms Yvonne Gailey	70-75	70-75	–	–	18	19	90-95	90-95
Mr Paul Keoghan	60-65	60-65	–	–	25	25	85-90	85-90

iv) Compensation on early retirement of for loss of office*

The value of payments made under compensation on early retirement of for loss of office for the reporting period was nil.

v) Payments to past directors

The value of payments made to past directors in the reporting period was nil.

vi) Directors' Pensions Entitlements*

Board Member appointments are not pensionable.

Directors' pension benefits are provided through the Civil Service Pension arrangements. The Schemes are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable are increased annually in line with changes in the Retail Prices Index. Contribution rates payable by the employee are dependent upon annual pensionable earnings. For the reporting period 2017-18 the contribution rates payable by Directors was 7.35%.

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The CETV figures and the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service Pension arrangements and for which the CS Vote has received a transfer payment commensurate to the additional pension liabilities being assumed. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

This reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Further details about the Civil Service Pension arrangements can be found at the website www.civilservice.gov.uk/pensions

The table below details the pension entitlements for each Director.

Director	Accrued pension at pension age as at 31/03/2018	Real Increase in pension and related lump sum at pension age	CETV at 31/03/2018	CETV at 31/03/2017	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000
Ms Yvonne Gailey	10-15	0 - 2.5	279	254	17
Mr Paul Keoghan	10-15	0 - 2.5	159	137	12

Staff Report

This report covers all staff employed by the Risk Management Authority, including directors. Over the reporting period the Risk Management Authority employed a total of 17.6 FTE staff costing £875,061. Key information in relation to staff includes:

i) Staff Costs*

The chart below provides details of the total staff costs incurred during the reporting period.

Authority Members	2017-18 £'000	2016-17 £'000
Salary	53	42
Social Security Costs	2	–
Total Authority Members	55	42

Administrative staff	2017-18 £'000	2016-17 £'000
Wages and Salaries	627	576
Social Security Costs	65	62
Pension Costs	128	125
Total administrative Staff	820	763
Total Staff Costs	875	805

Average number of employees during the year	No.	No.
Authority Members	8	7
Staff	18	16

ii) Staff Numbers*

Fixed term staff account for 25% of the total workforce. The chart below provides analysis of staff by engagement type.

Staff Number	
Number of Permanent Staff	13.2
Number of Fixed Term Staff	4.4
Total Number of Staff Employed	17.6

iii) Staff Composition

The chart below provides analysis of the number of persons of each sex who were employed as directors or staff during the reporting period.

Staff Composition	Male		Female	
	Actual	FTE	Actual	FTE
Directors	1	1.0	1	1.0
Staff	6	5.7	10	9.9
Total	7	6.7	11	10.9

iv) Fair Pay Disclosure*

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce. Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind as well as severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

The table below presents fair pay disclosure information for current and prior year.

Top to Median Staff Pay Multiples	2017-18	2016-17
Band of Highest Paid Director's Total Remuneration £'000	70-75	70-75
Median Total Remuneration £	29,403	30,556
Ratio (%)	2.5	2.4
Range of Staff Remuneration £'000	19-75	20-75

v) Sickness Absence Data

During the year the Risk Management Authority's rate of absence increased.

Sickness Absence Data	2017-18	2016-17
Total Number of days absence due to sickness	176	100
Absence Rate (%)	3.9	3.2

vi) Number of Senior Civil Service Equivalents by Band

The chart below provides the number of senior civil service equivalent staff employed by the Risk Management Authority.

Number of Senior Civil Service Equivalents by Band	Directors	Staff
Band 1	2	–

vii) Equal Opportunities

The Risk Management Authority is committed to ensuring equal opportunities for all employees and potential employees. The Risk Management Authority adheres to its equal opportunities policy in all working practices.

viii) People with Disabilities

The Risk Management Authority's equal opportunities policy aims to ensure that there is no employment discrimination on the grounds of disability and that access to employment and career development within the Risk Management Authority is based solely on ability, qualifications and suitability for the role.

ix) Exit packages

The value of exit packages in the reporting period was nil.

x) Other Diversity, Health and Safety at Work and Trade Union relationship

The Risk Management Authority's Health and Safety policy aims to provide a safe working environment for staff, visitors and others. All activities should be carried out with the highest regard for the Health and Safety of all staff, visitors and others who may be affected by our undertaking. We will act positively to ensure compliance with The Health and Safety at Work Act 1974 and other associated legislation, guidance or standards.

The Risk Management Authority has a trade union recognition agreement with PCS which governs all staff.

Parliamentary Accountability Report

Auditor's Remuneration

The annual accounts of the Risk Management Authority are audited by an auditor appointed by the Auditor General for Scotland in accordance with Section 13 (c) of the Criminal Justice (Scotland) Act 2003. External audit services for the 2017-18 accounts were at a cost of £6,870 (£6,770 in 2016-17) and no additional payments were made to the auditor for non-audit work.

Political Expenditure

The Risk Management Authority made no political donations or incurred no political expenditure in the financial year.

Gifts and Charitable Donations

The Risk Management Authority made no gifts or charitable donations in the financial year.

Losses and Special Payments

The Risk Management Authority incurred no losses or made special payments in the financial year.

Remote Contingent Liabilities

The Risk Management Authority had no contingent liabilities in the financial year.



Yvonne Gailey

Chief Executive and Accountable Officer

18/06/2018

Independent auditor's report

Independent auditor's report to the members of the Risk Management Authority, the Auditor General for Scotland and the Scottish Parliament

This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice approved by the Auditor General for Scotland, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Report on the audit of the financial statements

Opinion on financial statements

I have audited the financial statements in the annual report and accounts of the Risk Management Authority for the year ended 31 March 2018 under the Criminal Justice (Scotland) Act 2003. The financial statements comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flow, the Statement of Changes in Taxpayers' Equity and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the 2017/18 Government Financial Reporting Manual (the 2017/18 FReM).

In my opinion the accompanying financial statements:

- give a true and fair view in accordance with the Criminal Justice (Scotland) Act 2003 and directions made thereunder by the Scottish Ministers of the state of the body's affairs as at 31 March 2018 and of its net expenditure for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2017/18 FReM; and
- have been prepared in accordance with the requirements of the Criminal Justice (Scotland) Act 2003 and directions made thereunder by the Scottish Ministers.

Basis of opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)). My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my report. I am independent of the body in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern basis of accounting

I have nothing to report in respect of the following matters in relation to which the ISAs (UK) require me to report to you where:

- the use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the body has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about its ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Responsibilities of the Accountable Officer for the financial statements

As explained more fully in the Statement of the Accountable Officer Responsibilities, the Accountable Officer is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Accountable Officer is responsible for assessing the body's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless deemed inappropriate.

Auditor's responsibilities for the audit of the financial statements

My objectives are to achieve reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my auditor's report.

Other information in the annual report and accounts

The Accountable Officer is responsible for the other information in the annual report and accounts. The other information comprises the information other than the financial statements, the audited part of the Remuneration and Staff Report, and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon except on matters prescribed by the Auditor General for Scotland to the extent explicitly stated later in this report.

In connection with my audit of the financial statements, my responsibility is to read all the other information in the annual report and accounts and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Report on regularity of expenditure and income

Opinion on regularity

In my opinion in all material respects the expenditure and income in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers.

Responsibilities for regularity

The Accountable Officer is responsible for ensuring the regularity of expenditure and income. I am responsible for expressing an opinion on the regularity of expenditure and income in accordance with the Public Finance and Accountability (Scotland) Act 2000.

Report on other requirements

Opinions on matters prescribed by the Auditor General for Scotland

In my opinion, the audited part of the Remuneration and Staff Report has been properly prepared in accordance with the Criminal Justice (Scotland) Act 2003 and directions made thereunder by the Scottish Ministers.

In my opinion, based on the work undertaken in the course of the audit

- the information given in the Performance Report for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Criminal Justice (Scotland) Act 2003 and directions made thereunder by the Scottish Ministers; and
- the information given in the Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Criminal Justice (Scotland) Act 2003 and directions made thereunder by the Scottish Ministers.

Matters on which I am required to report by exception

I am required by the Auditor General for Scotland to report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the audited part of the Remuneration and Staff Report are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit.

I have nothing to report in respect of these matters.



Elaine Barrowman

Senior Audit Manager
Audit Scotland
4th Floor Athenaeum Building
8 Nelson Mandela Place
Glasgow G2 1BT

18/06/2018

Financial Statements

Statement of Comprehensive Net Expenditure

For the year ended 31 March 2018

		2017-18	2016-17
	Notes	£'000	£'000
Expenditure			
Staff costs	2	875	805
Other admin costs	3	235	267
Net operating costs		1,110	1,072

The results for the year derive from the ordinary activities of Risk Management Authority, all of which are continuing.

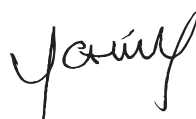
Statement of Financial Position

As at 31 March 2018

	Notes	2017-18 £'000	2016-17 £'000
Non-current assets			
Property, plant and equipment	4	5	22
Intangible assets	5	-	-
<i>Total non-current assets</i>		5	22
Current Assets			
Trade and other receivables	7	9	11
Cash and cash equivalents	8	370	694
<i>Total current assets</i>		379	705
Total assets		384	727
Current liabilities			
Trade and other liabilities	9	146	265
<i>Total current liabilities</i>		146	265
Total assets less current liabilities		238	462
Non-current liabilities			
Provisions	10	-	60
<i>Total non-current liabilities</i>		-	60
Total liabilities		146	325
Net Assets		238	402
Taxpayers Equity			
General Fund – Unallocated		238	402
General Fund – Allocated EEPICS Project		-	-
Deferred Government Grant		-	-
Total taxpayers equity	SOCTE	238	402

The annual accounts report the results of the Risk Management Authority for the year 1 April 2017 to 31 March 2018. The following notes form part of these accounts which have been prepared in accordance with the Accounts Direction given by the Scottish Ministers in accordance with Section 12 (3) of the Criminal Justice (Scotland) Act 2003.

The Accountable Officer authorises these financial statements for issue on the date noted below.


Yvonne Gailey

Chief Executive and Accountable Officer
18/06/2018

Statement of Cash Flows

For the year ended 31 March 2018

		2017-18	2016-17
	Notes	£'000	£'000
Cash flows from operating activities			
Net operating cost	SoCNE	(1,110)	(1,072)
Adjustments for non-cash transactions			
Depreciation	4,5	18	26
Movements in working capital			
(Increase)/decrease in trade and other receivables	7	2	2
Increase/(decrease) in trade and other payables	9	(119)	74
Release of Provision	10	(60)	-
Net cash outflow from operating activities		(1,269)	(970)
Cash flows from investing activities			
Purchase of Property, Plant and Equipment	4,5	(1)	(6)
Net cash outflow from investing activities		(1)	(6)
Cash flows from financing activities			
Scottish Government Grant	SOCTE	946	1,060
Net cash flow from financing		946	1,060
Net increase/(decrease) in cash and cash equivalents		(324)	84
Cash and cash equivalents at beginning of period	8	694	610
Cash and cash equivalents at end of period	8	370	694
Net change in cash and cash equivalents		(324)	84

Statement of Changes in Taxpayers' Equity

For the year ended 31 March 2018

		2017-18	2016-17
	Notes	£'000	£'000
General Fund			
Balance at 1 April		402	414
Net operating cost for the year	SoCNE	(1,110)	(1,072)
Net funding		946	1,060
Balance at 31 March	SOFP	238	402

Notes to the Accounts

For the year ended 31 March 2018

1. Accounting policies

Statement of accounting policies

These Accounts have been prepared in accordance with the Government Financial Reporting Manual (FReM) issued by HM Treasury, which follows International Financial Reporting Standards as adopted by the European Union (IFRSs as adopted by the EU, IFRIC Interpretations and the Companies Act 2006 to the extent that they are meaningful and appropriate to the public sector. They have been applied consistently in dealing with items that are considered material in relation to the accounts.

The preparation of the accounts in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the accounts, are disclosed in section (h) below.

(a) Accounting Convention

The accounts are prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment, intangible assets and, where material, current asset investments and inventories to fair value as determined by the relevant accounting standard.

(b) Property, Plant and Equipment (PPE)

The threshold for capitalisation of Property, plant and equipment is £1,000. Amortised historic cost has been used as a proxy for the current value of plant and machinery.

Property, plant and equipment is amortised at rates calculated to write them down to estimated residual value on a straight line basis over their estimated useful lives as follows:

Buildings over 10 yrs

Furniture & Fittings over 5 yrs

Equipment over 5 yrs

Information Technology over 3 yrs

Software over 3 yrs

(c) Intangible Assets

The threshold for capitalisation of Intangible Assets is £1,000. Amortised historic cost has been used as a proxy for fair value of plant and machinery.

(d) Receivables

All material amounts outstanding at 31 March 2018 have been brought into account irrespective of when actual payments were made.

(e) Payables

All material amounts outstanding at 31 March 2018 have been brought into account irrespective of when actual payments were made.

(f) Income and Government Grants

Most of the expenditure of the Risk Management Authority is met from funds advanced by the Scottish Government within an approved allocation. Cash drawn down to fund expenditure within this approved allocation is credited to the general fund. All income that is not classed as funding is recognised in the period in which it is receivable. Funding for the acquisition of general non-current assets received from the Scottish Government is credited to the general fund. Funding received from any source for the acquisition of specific assets is credited to the government grant reserve and released to the operating cost statement over the life of the asset.

All income that is not classed as funding is recognised in the period in which it is receivable. In particular:

- Income from the sale of goods is recognised when the significant risks and rewards of ownership are transferred to the purchaser and it is probable that economic benefits or service potential associated with the transaction will flow to the Risk Management Authority; and
 - Income from the provision of services is recognised when the Risk Management Authority can measure reliably the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the Risk Management Authority.
-

(g) Operating Leases

Rentals payable under operating leases are charged to the revenue account over the term of the lease.

(h) Provisions

The Risk Management Authority provides for legal or constructive obligations that are of uncertain timing or amount at the balance sheet date on the basis of the best estimate of the expenditure required to settle the obligation. Where the effect of the time value of money is significant, the estimated cash flows are discounted using the discount rate prescribed by HM Treasury.

(i) PCSPS scheme

Employees of the Risk Management Authority have pension benefits provided through the Principal Civil Service Pension Scheme (PCSPS). The Risk Management Authority makes payments of superannuation contributions to PCSPS at rates set by the Government Actuary. The RMA has no liability for other employers' obligations to the multi-employer scheme.

The PCSPS is an unfunded multi-employer defined benefit scheme but the Risk Management Authority is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2012. A copy of the actuarial report can be found at <https://www.civilservicepensionscheme.org.uk/about-us/scheme-valuations/>. Further details can also be found in the resource accounts of the Cabinet Office at <http://bit.ly/2stWwfp>

During the year ended 31 March 2018, the Risk Management Authority paid an employer's contribution of £128k (£125k in 2017) into the PCSPS at rates between 20.0 per cent and 22.1 per cent of pensionable pay (20.0 per cent to 22.1 per cent in 2017). The Risk Management Authority has been informed that contributions in 2018/19 will be at rates between 20.0 per cent and 22.1 per cent. Employer contribution rates are reviewed every three years following a scheme valuation by the Government Actuary. The contribution rates reflect benefits as they are accrued, not when costs are actually incurred, and they reflect past experience of the scheme. Employee contribution rates for the year ending 31 March 2018 ranged from 3.8% to 7.35%.

(j) Effective for future financial years

All International Financial Reporting Standards (IFRS), interpretations and amendments effective at 31 March 2018 have been adopted in these statements.

There are a number of IFRSs, amendments and interpretations that have been issued by the International Accounting Standards Board that are effective for future reporting periods. Those with relevance to the Risk Management Authority are outlined below. None have been adopted early.

- IFRS 16 – Leases. This standard is effective from 1 January 2019. It will supercede all existing IFRS on leases. It is likely to result in a uniform accounting treatment for all leases, with the distinction between operating and finance leases removed.

The Risk Management Authority will apply the standard at the formal effective date.

(k) Events subsequent to the date of the Statement of Financial Position

Since the end of the reporting year there are no significant post year-end activities to report.

2. Staff Costs

Staff costs for 2017-18 were £875,061 (2016-17: £805,000). Further analysis of these costs are shown within the Accountability Report on page 59.

3. Other Administrative Costs

	2017-18 £'000	2016-17 £'000
Accommodation	66	72
Office equipment and furniture	1	4
Research and consultancy	12	17
IT Support	51	43
Training	7	6
Legal Fees & Expenses	37	25
Supplies & Services	16	13
Stationery	2	2
Catering and Hospitality	2	2
Expenses and Travel	12	19
Other Office Costs	18	18
Internal Audit Fee	7	7
External Audit Fee	7	7
Depreciation	18	26
Conferences	11	6
Dilapidation Provision	(32)	-
Total	235	267

4. Property, plant and equipment

	Equipment £'000	Information Technology £'000	Furniture & Fittings £'000	Total £'000
Cost				
Balance at 1 April 2017	32	72	70	174
Additions	-	1	-	1
Disposals / Write-downs	-	-	-	-
Balance at 31 March 2018	32	73	70	175
Depreciation				
Balance at 1 April 2017	32	64	56	152
Charge for year	-	6	12	18
Disposals	-	-	-	-
Balance at 31 March 2018	32	70	68	170
NBV at 31 March 2018	-	3	2	5
NBV at 31 March 2017	-	8	14	22
Analysis of asset financing				
Owned	-	3	2	5
Finance leased	-	-	-	-
NBV at 31 March 2018	-	3	2	5

Prior year	Equipment £'000	Information Technology £'000	Furniture & Fittings £'000	Total £'000
Cost				
Balance at 1 April 2016	32	66	70	168
Additions	-	6	-	6
Disposals / Write-downs	-	-	-	-
Balance at 31 March 2017	32	72	70	174
Depreciation				
Balance at 1 April 2016	32	49	45	126
Charge for year	-	15	11	26
Disposals	-	-	-	-
Balance at 31 March 2017	32	64	56	152
NBV at 31 March 2017	-	8	14	22
NBV at 31 March 2016	-	18	25	42
Analysis of asset financing				
Owned	-	8	14	22
Finance leased	-	-	-	-
NBV at 31 March 2017	-	8	14	22

5. Intangible Assets

	Software £'000	Total £'000
Cost		
Balance at 1 April 2017	106	106
Additions	-	-
Disposals	-	-
Balance at 31 March 2018	106	106
Depreciation		
Balance at 1 April 2017	106	106
Charge for year	-	-
Disposals	-	-
Balance at 31 March 2018	106	106
NBV at 31 March 2018	-	-
NBV at 31 March 2017	-	-

Prior year	Software £'000	Total £'000
Cost		
Balance at 1 April 2016	106	106
Additions	-	-
Disposals	-	-
Balance at 31 March 2017	106	106
Depreciation		
Balance at 1 April 2016	106	106
Charge for year	-	-
Disposals	-	-
Balance at 31 March 2017	106	106
NBV at 31 March 2017	-	-
NBV at 31 March 2016	-	-

6. Financial Instruments

As the cash requirements of the Risk Management Authority are met through grant funding, financial instruments play a more limited role in creating and managing risk than in a non public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with the Risk Management Authority's expected purchase and usage requirements, and therefore the Risk Management Authority is exposed to little credit, liquidity or market risk.

7. Trade and other receivables

	2017-18 £'000	2016-17 £'000
Amounts falling due within one year:		
Other receivables – Central Government	-	-
Other receivables – External	9	11
Other receivables – Other Government Bodies	-	-
Total receivable within 1 year	9	11

8. Cash and cash equivalents

	2017-18 £'000	2016-17 £'000
Balance at 1 April	694	610
Net change in cash and cash equivalent balances	(324)	84
Balance at 31 March	370	694
The following balances at 31 March were held at:		
Government Banking Service and cash in hand	365	689
Corporate cash account	5	5
Balance at 31 March	370	694

9. Trade and other payables

	2017-18 £'000	2016-17 £'000
Amounts falling due within one year:		
Trade Creditors – Central Government	78	132
Trade Creditors – External	3	10
Trade Creditors – Other Government Bodies	-	-
Accruals and deferred income – Central Government	42	93
Accruals and deferred income – External	18	26
Accruals and deferred income – Other Government Bodies	5	4
Total due within one year	146	265

10. Provisions for liabilities and charges

The lease on the premises at St James' House expired on 28 February 2014. As part of the lease agreement the Risk Management Authority has an obligation to cover any dilapidations and reinstatement costs that may be required at the end of the lease. A provision was established in 2014 with costs settled in 2017-18 and provision released.

	2017-18 £'000	2016-17 £'000
Balance at 1 April	60	60
Utilised in year	(28)	-
Unused amount reversed	(32)	-
Balance at 31 March	-	60

11. Related Party Transactions

The Scottish Government Justice Department is the sponsor department of the Risk Management Authority. The Scottish Government Justice Department is regarded as a related party with which there have been various material transactions during the year. None of the Authority members or key managerial staff has undertaken any material transactions with the Risk Management Authority during the year.

12. Capital Commitments and Contingent Liabilities

The Risk Management Authority is subject to legal challenge in which the pursuer alleges the Authority's guidance on risk assessment is discriminatory and breaches human rights. Given the level of uncertainty it is not possible to quantify contingent liability. No provision has been made in these financial statements to reflect any impact from this decision.

13. Commitments under leases

The total value of commitments under operating leases is £30,680.

Obligations under operating leases comprise:	31 Mar 2018 £'000	31 Mar 2017 £'000
Buildings:		
Not later than one year	31	46
Later than one year and not later than five years	-	31
Later than five years	-	-

Payments due under operating leases relate to the lease of premises.

14. Segment Reporting

All expenditure, assets and liabilities disclosed with the accounts relate solely to the delivery of the Authority's statutory functions.

**RISK MANAGEMENT AUTHORITY****DIRECTION BY THE SCOTTISH MINISTERS**

1. The Scottish Ministers, in pursuance of Section 12(3) of the Criminal Justice (Scotland) Act 2003, hereby give the following direction in respect of the duty set out in Section 13 of the Criminal Justice (Scotland) Act 2003.
2. The statement of accounts for the financial year ended 31 March 2006, and subsequent years, shall comply with the accounting principles and disclosure requirements of the edition of the Government Financial Reporting Manual (FReM) which is in force for the year for which the statement of accounts are prepared.
3. The accounts shall be prepared so as to give a true and fair view of the income and expenditure and cash flows for the financial year, and of the state of affairs as at the end of the financial year.
4. Additional disclosure requirements regarding the financial period ended 31 March 2005 are set out in Schedule 1 attached.
5. This direction shall be reproduced as an appendix to the statement of accounts.

A handwritten signature in black ink, appearing to read 'John Kilodron'.

A member of the staff of the Scottish Ministers

Dated 10 February 2006

RMA statutory functions

The RMA is a Non Departmental Public Body, established in 2005 under the Criminal Justice (Scotland) Act 2003.

The RMA is sponsored by the Parole Unit of the Justice Directorate and operates to an agreed structure known as a Sponsorship Framework. It sets out:

- the RMA's overall aims, objectives and targets in support of the Scottish Ministers' wider strategic aims;
- the rules and guidelines relevant to the exercise of the RMA's functions;
- the conditions under which any public funds are paid to the RMA, and
- how the RMA is to be held to account for its performance.

The Criminal Justice (Scotland) Act 2003

Policy and Research

Section 4(a). The RMA is to:

- compile and keep under review information about the provision of services in Scotland;
- compile and keep under review research and development;
- promote effective practice; and
- give such advice and make such recommendations to the Scottish Ministers as it considers appropriate.

Section 4(b). The RMA may:

- carry out, commission or co-ordinate research and publish the results of such research; and
- undertake pilot schemes for the purposes of developing and improving methods.

Guidelines and Standards

Section 5. The RMA is to:

- prepare and issue guidelines as to the assessment and minimisation of risk; and
- set and publish standards according to which measures taken in respect of the assessment and minimisation of risk are to be judged.

Risk Management Plans

Section 6 (5).

- The RMA is to specify and publish the form of risk management plans.

Section 6(6).

- The RMA may issue guidance (either generally or in a particular case) as to the preparation, implementation or review of any risk management plan.

Section 8(4).

- To approve or reject risk management plans.

Section 9.

- To consider the implementation of risk management plans by the Lead Authority.
- The Lead Authority is to report annually as to the implementation of the risk management plan.

Accreditation, Education and Training³

Section 11(1).

- The RMA has a duty to accredit any manner of assessing and minimising risk and accreditation of any person having functions in assessment and minimisation of risk.

Section 11 (2b).

- The RMA may provide, or secure the provision of, education and training in relation to the assessment and minimisation of risk for any person having functions in that regard.

Glossary

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

LS/CMI – Level of Service / Case Management Inventory

Assessment that measures the risk and need factors of offenders, and case management tool

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

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

Notes

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Risk Management Authority

