

2020-2021  
Business Plan



NATIONAL OUTCOMES	We live our lives safe from crime, disorder and danger		Our public services are high quality, continually improving, efficient and responsive to local people's need	
JUSTICE OUTCOMES	We 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 to quickly identify offenders and ensure responses are proportionate, just, effective and promote rehabilitation		We will use prison only where necessary to address offending or to protect public safety, focusing on recovery and reintegration	
RMA PURPOSE	<b>Make Scotland safer by setting the standard for risk practice, to reduce reoffending and the harm that it causes</b>			
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
APPROACH	Standard setting Research		Guidance Accreditation Engagement Learning	Quality Assurance Evaluation
OPERATIONAL OBJECTIVES 2020-21:	Accreditation process Review and development of Risk Management Plan  Review OLR legislation		Training: MAPPA chairs Training: Justice Social Work Training: Police OLR: Accreditation of assessors OLR: RMP approvals OLR: AIR reviews Review of MFMC Local Authority engagement LS/CMI support to practice LS/CMI centralisation Advice to Ministers on FGTR	Training: evaluations Significant case reviews
STRATEGIC PRIORITIES 2020-21:	Internet Offending		Engagement with victims agencies	OLR research
CONTINUOUS IMPROVEMENT	Foundations for research Legislative compliance review		OLR case management system Business performance systems Organisational CPD programme development	Review communication policies

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# Introduction

The RMA Business Plan 2020-21 contributes to the achievement of our Corporate Plan's Purpose and Strategic Aims.

Our corporate strategies recognise the importance of the RMA's wider role and contributions we make to National Outcomes and 'Justice for Scotland: vision and priorities'. We look to offer practical contributions to justice partners in their delivery of risk assessment and risk management practice, to achieve our shared goal of making Scotland safer.

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

Our work involves advancing evidence-based, effective and ethical risk practice, working closely with justice partners to deliver practice that is proportionate to risk, legitimate to role, appropriate to the task in hand, and communicated meaningfully.

The RMA is a Non-Departmental Public Body established by the Criminal Justice (Scotland) Act 2003, and sponsored by the Scottish Government Community Justice Division.

# Structure

The RMA Business Plan 2020-21 defines our operational objectives for the year; our strategic objectives; areas for continuous improvement; and our key performance indicators and financial budget.

## Links to RMA Corporate Strategy

The RMA's Strategic Aims are:

Strategic Aim 1:

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

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

Strategic Aim 2:

**The RMA will support partner agencies to deliver risk practice**

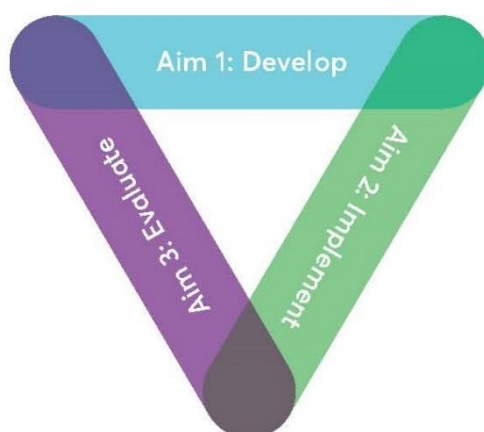
We support practice through learning and training opportunities, the provision of advice and guidance and our support to the implementation of initiatives.

Strategic Aim 3:

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

We evaluate practice by reviewing effectiveness and undertaking quality assurance processes to identify opportunities for continuous improvement.

The three strategies interlink, and demonstrate how the RMA seeks to continuously Develop, Implement and Evaluate risk practice in Scotland:



These strategies also recognise the importance of the RMA's role and the contributions we make to National Outcomes and the Justice Strategy for Scotland - we support national initiatives to promote effective practice and contribute to national development and working groups. A list of the groups that we support is provided at appendix A.

We remain committed to the Scottish Government's wider priorities in relation to gender equality, and to the need for effective succession planning, to maintain diversity on our Board in compliance with the Public Sector Equality Duty.

Our corporate Approach to achieving our Purpose and Strategic Aims has eight elements, and is based upon our statutory functions, as outlined within the Criminal Justice (Scotland) Act 2003; making clear that our work is closely aligned to our policy intent:

**Standard setting:** we provide the Standard for risk practice and produce guidelines that support their achievement

**Guidance:** we provide guidance on the preparation, implementation and review of risk management plans

**Accreditation:** we accredit assessors with expertise in assessing risk of serious harm, and accredit methods of risk assessment and management

**Engagement:** we engage with partners to promote the Framework for Risk Assessment, Management and Evaluation

**Research:** we review national and international research and developments to ensure that practice is underpinned by current evidence

**Quality Assurance:** we develop quality assurance methods to support the evaluation of practice

**Evaluation:** we review the effectiveness and impact of risk practice, supporting agencies in their self-evaluation processes

**Learning:** we provide training to practitioners to support ethical and evidence based risk assessment and management practice

The business plan is as a live working document for Board Members and staff: progress against our business plan objectives and performance indicators are monitored throughout the year and reviewed on a quarterly basis by the RMA Board.

# Operational Objectives 2020-21

Aim 1: Develop

Aim 2: Implement

Aim 3: Evaluate

The RMA's Strategic Aims are taken forward by the delivery of day to day operational tasks that support practitioners and criminal justice agencies across Scotland, including those with responsibilities under the Order for Lifelong Restriction (OLR).

STRATEGIC AIM 1	Publish a revised process for the accreditation of risk assessors	We will review our existing Accreditation Process, and previous development work, to publish a revised process that provides for the robust and defensible accreditation of suitable persons to undertake Risk Assessment Reports for the High Court.
	Review and development of Risk Management Plan	We will review the Risk Management Plan form and engage with partners and the RMA Board on how this can be improved.
	Contributions to Practice: Review OLR legislation and communicate advice to Ministers	We will engage with the Scottish Government to consider advice provided previously to Ministers and the extent to which changes could enhance the ethical application of the OLR sentence.
	Training: Collaborate with Scottish Government and Community Justice Scotland to design and deliver training for MAPPA Chairs	<p>We will work with Scottish Government, Community Justice Scotland and MAPPA Coordinators to identify relevant training needs for MAPPA Chairs.</p> <p>We will use this information to collaborate on the design and delivery of an appropriate training package.</p>
STRATEGIC AIM 2	Training: Deliver risk practice training to social workers and police staff	<p>The RMA will deliver a three day training course to justice social workers, and a two day course to Police offender managers. This provides practitioners with the necessary skills to manage offenders who present a risk of serious harm and are subject to multi-agency arrangements.</p> <p>Over the course of 2020-21, we will develop the skills of approximately 100 practitioners through the delivery of the following training plan:</p> <ul style="list-style-type: none"> <li>- In conjunction with Police Scotland, we will deliver 2 training courses for Offender Management Officers;</li> </ul>

		- We will deliver 2 training courses for Criminal Justice Social Workers.
	OLR processes: Accreditation of Risk Assessors	Assessors are accredited by the RMA to produce Risk Assessment Reports that assist the High Court in its consideration of whether or not an Order for Lifelong Restriction should be imposed. The RMA may only award accreditation to assessors for a maximum period of three years.  During 2020-21 it is anticipated the RMA will process 5 applications from current assessors for further periods of accreditation.
STRATEGIC AIM 2	OLR processes: Approval of Risk Management Plans	When the High Court imposes an OLR sentence, the Lead Authority for that individual has a legislative responsibility to produce a Risk Management Plan within 9 months of the OLR sentence being imposed.  Over the course of 2020-21, the RMA estimates the High Court will impose an OLR sentence upon approximately 15 individuals, hence we expect to receive 15 initial Risk Management Plans for approval.
	OLR processes: Approval of Amended Risk Management Plans	Legislation requires that where there is a change of Lead Authority, or where a Lead Authority determines that a Risk Management Plan is, or is likely to become, unsuitable; an amended plan must be prepared and submitted to the RMA for approval.  Over the course of 2020-21 it is anticipated that we will receive approximately 50 amended plans for approval.
	OLR processes: Evaluate Lead Authorities' implementation of risk management plans	Legislation requires that Lead Authorities report annually to the RMA on their implementation of OLR Risk Management Plans. The legislation also provides the RMA with the power to issue a direction to a Lead Authority if it is considered to be failing to implement a plan.  Over the course of 2020-21, it is anticipated the RMA will receive 200 annual implementation reports from Lead Authorities. Each will be reviewed to ensure plans are being implemented appropriately.
	Partnership working: Contribute to the review of the Moving Forward Making Changes programme (MFMC)	A national project has been set up to review the MFMC intervention programme for sex offenders. The RMA will contribute to this project by chairing the MFMC risk assessment work stream; supporting the



		MFMC Advisory Board (oversight group); and the MFMC data & evaluation work stream.
STRATEGIC AIM 2	Partnership working: Provide a package of support for Local Authorities to assist them in their delivery of functions under the OLR	The RMA have developed an engagement strategy to facilitate local authorities in their management of individuals subject to an OLR. In 2020-21 we will implement a new package of support, including a web-based toolkit and guidance documents to ensure local authority staff are fully supported to administer their OLR functions effectively.
	Partnership working: Contribute to the introduction of a single, national IT system for the LS/CMI in Scotland	The Scottish Government have contracted NVT, the managed-service provider for LS/CMI, to create a single, national system that delivers improvements for users of the LS/CMI, Caledonian and MFMC programmes. The RMA will support the implementation of this project through participation and contributions to the LS/CMI Centralisation Board.
	Partnership working: Deliver support to social workers in their use of the LS/CMI assessment and management planning method	In 2020-21 the RMA will continue to deliver a comprehensive package of support to LS/CMI practitioners by providing: <ul style="list-style-type: none"> <li>- A dedicated LS/CMI helpdesk</li> <li>- Change Control management</li> <li>- Web-based support and guidance material including FAQs, process documents and news updates</li> <li>- National evaluations of practice reports</li> <li>- Annual satisfaction surveys</li> <li>- Learning events for mentors</li> </ul>
	Advise Ministers and Scottish Government on their review of the First Grant of Temporary Release process	<p>A life prisoner cannot be granted temporary release by a Prison Governor unless the life prisoner has first obtained the consent of the Scottish Ministers. This consent is known as the First Grant of Temporary Release (FGTR).</p> <p>Before granting consent to the FGTR, the Scottish Ministers will consider the risk that the life prisoner may pose to the public upon temporary release; and whether that risk can be effectively managed in the community.</p> <p>In 2020-21 the RMA will contribute to the Scottish Government's review of the First Grant of Temporary Release process, to consider if improvements can be made to how risk assessment and risk management informs decisions about release; making reference to the RMA's Standards and Guidelines on risk practice.</p>

STRATEGIC AIM 3	Significant case reviews	Within the MAPPA Strategy Group, we will undertake a review of recommendations made in relation to risk assessment and management to inform policy and practice developments.
	Training: Evaluate risk practice training delegates' transfer of Learning into Practice	<p>In 2020-21 the RMA will provide support to social work practitioners who have attended risk practice training, by evaluating their transfer of learning into practice.</p> <p>This support will include an evaluation of 50 Risk Management Plans.</p>

# Strategic Objectives 2020-21

Aim 1: Develop

Aim 2: Implement

Aim 3: Evaluate

During 2020-21 the RMA will seek to advance risk practice and make contributions to our Strategic Aims through the following objectives:

## S1: Internet Offending: Develop a Practice Model for Scottish agencies

[ Strategic Aim 1: The RMA will advance evidence-based, effective and ethical risk practice ]

[ Approach: Research. We review national and international research and developments to ensure that practice is underpinned by current evidence ]

The Joint Thematic review of MAPPA in Scotland identified a need for practice guidance on the assessment of risk posed by internet offenders (HMICS, 2015). In 2017 the RMA agreed to support the Scottish Government by taking the lead role in this review.

2018-19 - The first element undertaken was a literature review. This review involved an exploration of the available evidence on the assessment of persons convicted of online sexual offences; and a review of currently available risk instrument tools. Drawing on the findings of the literature review, the RMA published its recommendations in November 2018.

2019-20 - Over this year the RMA's efforts focused on developing a practice model and practice guidelines, based upon the recommendations made within the literature review.

2020-21 - The RMA will pilot the practice model with social work and police. The pilot will be overseen by a project board consisting of RMA staff and external stakeholders.

Planning of the pilot will include consideration of methods for data collection, to inform research and evaluation of the practice model. Evaluation of the model will be conducted following the end of the pilot.

**S2: Research:  
Publish a research  
study of the OLR  
Population**

[ Strategic Aim 1: The RMA will advance evidence-based, effective and ethical risk practice ]

[ Approach: Research. We review national and international research and developments to ensure that practice is underpinned by current evidence ]

The Order for Lifelong Restriction (OLR) is a sentence unique to the Scottish Justice System.

Following the introduction of the Criminal Justice (Scotland) Act 2003, the OLR has been available as a sentencing option to the High Court for the management and treatment of serious sexual and violent offenders who present a continuing danger to the public.

In 2020-21 the RMA will design and conduct research examining the OLR population.

We will develop a proposal to conduct research exploring the profile of those subject to the OLR. The research will provide insight into the population that has received an OLR.

**S3: Develop our  
engagement with  
victims agencies to  
listen, learn and  
develop victim safety  
planning**

[ Strategic Aim 1: The RMA will advance evidence-based, effective and ethical risk practice ]

[ Approach: Engagement. We engage with partners to promote the Framework for Risk Assessment, Management and Evaluation]

RMA Standards and Guidelines for Risk Management include strategies for victim safety planning, supervision, intervention and monitoring.

We will continue to engage with Rape Crisis Scotland, Safe Lives, Scottish Women's Aid and Victim Support Scotland to understand how we can develop our understanding of the experiences of victims of serious violent and sexual harm.

We will consider how Standards and Guidelines can be improved and how we provide information to survivors on the Order for Lifelong Restriction.

Consideration will also be given to developing a long term research study on the lifelong impact of serious violent and sexual harm.

# Continuous Improvement Objectives

As a public body, the RMA seeks to deliver effective working practices that help us to achieve best value. This involves continuously evaluating how we do things both strategically and operationally, so that we can identify ways to make the most efficient use of our resources.

<p>OLR case management system</p>	<p>Following the scoping and development of a dedicated case management system for OLR case work in 2019-20, the RMA will now seek to complete the implementation stage of the project, making the system fully operational in 2020.</p> <p>Deliverables this year will include a data migration exercise, system testing, staff training and process integration, to provide a range of benefits that include enhanced controls over records management and reporting capabilities.</p> <p>Once complete, work will commence on evaluating the capability of the system to support wider RMA governance processes.</p>
<p>Communications with stakeholders</p>	<p>We will seek to enhance our communications activities with stakeholders by expanding our range of inputs to existing groups, forums and channels; maximising opportunities for promotion and raising awareness of RMA products amongst justice agencies, practitioners, academics and government sponsors. This will include our engagement with both the Parole Board for Scotland and Judiciary.</p>
<p>Business performance systems review</p>	<p>We will undertake a review of our governance structures for monitoring and reporting performance; and implement new mechanisms for delivering assurance statements to the Management team, Board and Sponsor.</p>
<p>Review of communications policies</p>	<p>The RMA will introduce an updated communications strategy and undertake a review of all related policies and procedures to ensure a consistent RMA identity across our social media channels and website platform.</p>

<p>Setting foundations for research activity</p>	<p>We will develop the processes and policies that underpin our research function. This will include reviewing research standards and mapping out a consistent approach to research within the organisation. This will inform a research strategy that will include setting out our research priorities. The strategy will ensure that research undertaken by the RMA contributes to the existing evidence base.</p>
<p>Legal review of the RMA's compliance with legislation relating to OLR processes</p>	<p>In 2019 the RMA commissioned a legal review of the Criminal Justice (Scotland) Act 2003 to consider the RMA's role and functions under the Order for Lifelong Restriction. This review process identified a series of recommendations which require consideration. The RMA will evaluate the recommendations in consultation with relevant stakeholders to determine the scope of our functions going forward.</p>
<p>Delivery of organisational CPD opportunities</p>	<p>We will look to build upon the existing knowledge of risk assessment and management within the RMA by identifying priorities for national and international conferences. We will focus on building enhanced knowledge on the current thinking and practice in relation to supervision, monitoring, intervention and victim safety planning.</p> <p>We will invest in our staff and organisational culture by targeting staff development around reflective practice, vicarious trauma, management training, organisational risk management training and leadership training.</p>

# Key Performance Indicators

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

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

Risk Management Plans: % of OLR plans approved in accordance with statutory 9 month timescale	100%
Annual Implementation Reports: % of OLR annual implementation reports evaluated within 6 weeks of receipt	90%
Training delivery: % of delegates satisfied that RMA training provided valuable learning	85%
LS/CMI Helpdesk: % of users satisfied with the quality of advice and guidance provided	85%

# Budget 2020-21

The financial budget outlines the key areas of expenditure that will be incurred to support the delivery of the business plan.

	£
<b>Salary Costs</b>	
Staff Salaries	1,026,671
Board Fees	35,019
<b>Total Salaries</b>	<b>1,061,690</b>
<b>Total Salary Costs</b>	<b>1,061,690</b>
<b>Other Staff Costs</b>	
Recruitment & Development	37,600
Travel & Subsistence	23,300
<b>Total</b>	<b>60,900</b>
<b>Accommodation &amp; Infrastructure</b>	
Accommodation	102,793
IT & Telecoms	69,800
<b>Total</b>	<b>172,593</b>
<b>Administration Overheads</b>	
Professional Fees	50,800
Administration	32,500
<b>Total</b>	<b>83,300</b>
<b>Development &amp; Delivery</b>	
Research	11,000
Training	9,520
Conferences & Seminars	5,000
<b>Total</b>	<b>25,520</b>
<b>Total Operating Costs</b>	<b>342,313</b>
<b>Capital expenditure</b>	
ICT	15,000
Fixtures & Fittings	10,000
<b>Total</b>	<b>25,000</b>
<b>Total Capital Expenditure</b>	<b>25,000</b>
<b>Total Expenditure Plan</b>	<b>1,429,003</b>



# Appendix A: External Engagement

The RMA works closely with partners from across the criminal justice system in Scotland to advance a shared framework approach. The Framework for Risk Assessment Management and Evaluation (FRAME) is the national policy, which provides a consistent, evidence based approach of ethical risk assessment and management practice.

As part of our approach, we provide advice and contributions to a number of national development and working groups, including:

- MAPPA National Strategy Group
- MAPPA Development Group
- MAPPA Co-coordinators Group
- National Youth Justice Advisory Group
- Social Work Scotland (SWS) Standing Committee
- SWS Adult Justice Throughcare Practice Network
- LS/CMI Working Group
- LS/CMI System Change Board and Cadence groups
- LS/CMI Centralisation Board
- Forensic Network Research Special Interest Group (FNRSIG)
- Home Detention Curfew – Guidance and Governance Group
- MFMC Advisory Board
- MFMC Risk Assessment Workstream
- Criminal Justice Social Work Report review group

# Glossary

Acronym	Full Term	Definition
<b>AIR</b>	Annual Implementation Reporting	RMA-developed reporting process for Lead Authorities to evidence their implementation of approved Risk Management Plans.
<b>FRAME</b>	Framework for Risk Assessment, Management and Evaluation	Shared policy approach to risk practice between criminal justice agencies in Scotland.
<b>OLR</b>	Order for Lifelong Restriction	Sentence providing for lifelong management of high risk violent and sexual offenders. Requires implementation and review of an RMA-approved risk management plan for offenders in custody and in the community. Includes a punishment part, spending a minimum period in secure settings.
<b>RAR</b>	Risk Assessment Report	Report which assists the High Court in its consideration of whether or not an order for lifelong restriction should be imposed.
<b>RATED</b>	Risk Assessment Tools Evaluation Directory	RMA evaluation of commonly-used risk assessment instruments.
<b>RMP</b>	Risk Management Plan	Required by law for an offender subject to an OLR, approved by the RMA. A Risk Management Plan is prepared by the Lead Authority.
<b>ROSH</b>	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.

7 Thread Street  
Paisley  
PA1 1JR  
0141 278 4478

[info@rma.gov.scot](mailto:info@rma.gov.scot)  
[www.rma.scot](http://www.rma.scot)

Risk Management Authority

