

Risk Management Authority Annual Report and Accounts

2008-2009

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Convener's Statement



**To: Kenny MacAskill, MSP
Cabinet Secretary for Justice**

I am pleased to present the Annual Report and Accounts for the Risk Management Authority (RMA), covering the period 1 April 2008 to 31 March 2009.

Since my appointment as Convener on 1 July 2008, I have worked closely with the Board and staff of the RMA and with officials of the Scottish Government on the review of the RMA carried out as part of the wider landscape review. This has been a challenging and useful process which should enable the RMA to deliver increasing public value, contribute effectively to the Scottish Government's offender management strategy and play a full part in the achievement of National Outcomes, in particular, the objective of making Scotland safer and stronger.

During the reporting period, we have continued to fulfil our statutory functions and drive our work forward in accordance with our Business Plan. I pay particular tribute to the dedication and resilience of all members of the RMA staff, who have shown great commitment to their work and maintained a positive attitude throughout this time of uncertainty. At the end of January, Professor Roisin Hall, Chief Executive of the RMA since its inception, retired from her post and members of staff have risen to the challenge and demonstrated flexibility and willingness to assume new and additional duties, to ensure that the organisation continues to function effectively until the new chief executive was appointed in June 2009. I am also grateful to my fellow Board members who have contributed unstintingly to the work of the RMA and been so supportive of staff and the organisation during the past year.

2008/09 has again seen significant changes in offender management in Scotland with the publication of the Prisons Commission Report and the launch of ambitious offender management strategy introduced in "Protecting Scotland's Communities: Fair, Fast & Flexible Justice". The RMA has continued to advise and assist in the promotion of best practice at policy, strategy and operational levels, through participation in numerous working parties and groups. We recognise and value the essential role of collaborative partnership working in the delivery of the offender management programme. The National Performance Framework underpins delivery of the Scottish Government's agenda and we are aligning our work to support this outcomes-based approach through demonstrable and deliverable performance.

I would like to thank the many agencies, organisations and individuals who work with us and whose help has contributed greatly to our achievements. I offer particular thanks to those who participated in our Stakeholder Consultation in the autumn of 2008, offering useful comments on the work of the RMA and suggestions for future improvement of our services. The information gleaned from the consultation has informed our Corporate and Business Plans for the coming year. We have worked closely with the police, social workers, the Scottish Prison Service, the Scottish Government's Effective Practice Unit and others associated with offender management throughout the year and we will continue to build on these relationships as we move forward.

Recently, we have seen a marked increase in the number of Risk Assessment Orders and Orders for Lifelong Restriction. This in turn results in increased numbers of Risk Management Plans submitted to the RMA by Lead Authorities for approval. We have been successful in increasing the number of accredited assessors, who assess the risk to the public presented by serious sexual and other violent offenders and prepare risk assessment reports for the courts. In response to growing demand, we are maintaining our drive to attract further candidates to take on the duties of accredited assessors.

As the RMA moves out of its period of review, we are working with Scottish Government officials to develop a strategy that will fully meet the expectations of all our stakeholders and the public we serve.



Peter W Johnston
Convener
10 September 2009

Introduction

The Risk Management Authority (RMA) is the public body in Scotland set up to minimise the risk of harm to the public through the effective risk assessment and risk management of serious violent and sexual offenders.

The RMA was established after a recommendation by the Committee on Serious Violent and Sexual Offenders, chaired by Lord MacLean, which reported to the Scottish Government in 2000.

The RMA was set up as a non-departmental public body under section 3 of the Criminal Justice (Scotland) Act 2003. It is independent and impartial, but is directly accountable to Scottish Ministers via the Scottish Government Criminal Justice Directorate for the funding they provide and for the RMA's performance in fulfilling its statutory obligations.

The RMA's key objectives are:

- to advise and make recommendations to Scottish Ministers in relation to offender risk assessment and minimisation

- to compile and keep under review, in relation to offender risk assessment and minimisation:
 - information on the provision of services in Scotland; and
 - research and development.
- to administer the Scheme of Accreditation and approve Risk Management Plans for offenders subject to an Order for Lifelong Restriction
- to promote effective practice in offender risk assessment and minimisation and deliver a comprehensive training programme to assist in the delivery of best practice throughout Scotland
- to secure Best Value ensuring continuous improvement in all areas of the RMA's work

The RMA works with agencies, organisations and individuals within the Scottish criminal justice system to assist them in the identification and effective management of high risk offenders. Risk can never be totally eliminated but the

RMA exercises its functions to promote effective assessment and minimisation of risk.

The First Minister announced in January 2008:

“Public safety is our top priority in dealing with high risk offenders. We will review the role of the RMA to determine whether integrating the functions into other bodies would improve the effectiveness of our systems.”

Since the announcement, the RMA has worked closely with the Scottish Government on examining its functions and ensuring that the RMA's contribution to integrated best practice in the risk assessment and management of offenders who pose a serious risk to the public is retained.

We are nearing the end of this period of review and anticipate an outcome shortly. Once the outcome is known, the RMA will refocus and work closely with the Scottish Government developing appropriate Corporate and Business Plans to move forward.

Executive Summary

The RMA's achievements for the financial reporting period 2008-09 are highlighted in detail in the following chapters of this report. The staff, management and Board of the RMA continued to deliver against targets despite the uncertainty of the period of review.

A core statutory function of the RMA is to promote effective practice in relation to the assessment and minimisation of risk, as laid out in the Criminal Justice (Scotland) Act 2003. Effective practice runs through all of the RMA's work and it identifies best practice, drawing evidence and information from agencies both nationally and internationally to improve risk assessment and risk management of offenders, through a strong evidence base.

The RMA has contributed to publications such as the Scottish Prisons Commission report and the Joint Inspectorate Report on the Management of High Risk Offenders, and shared best practice with many organisations. The RMA actively participates in many national working groups and so engages with its stakeholders in the promotion of best practice in the implementation of policy objectives. With its partners, the RMA has recently begun to take its place in Offender Management Strategy and looks forward to being an active contributor to the successful delivery of this ambitious programme.

Ipsos MORI was commissioned by the RMA to conduct a research study focussing on potential risk assessors. By the end of this reporting year, the RMA had accredited a further four assessors, taking the total number of assessors available to the High Court to 11.

This last year has seen a sharp rise in number of risk assessment orders commissioned by the Court and ultimately a similar rise in subsequent risk management plans. The RMA's internal research team is currently analysing the trends in order to predict future activity and allow resource planning.

The following projects were undertaken in this reporting year and are explained in more detail in the main chapters:

- **Developing a Risk Assessment Framework**

There is an identified need for a consistent and shared approach to risk assessment and management, and work has commenced on the development of FRAME - Framework for Risk Assessment and Management Effectiveness. This project responds to the Scottish Government and agencies' initial request for the development of a screening tool for the assessment of violent risk, which research has shown to be unavailable currently.

The RMA commissioned research into the Assessment and Management of Risk that resulted in two papers, one from Professor David Farrington and the other from Dr. Monica Barry. They examined two different aspects, one a meta-analytical study of the use of assessment tools, and the other a review of current practice and practitioner needs. The RMA subsequently published both papers and its response on the RMA website.

The development of FRAME - a Framework for Risk Assessment and Management Effectiveness, will incorporate guidance on the principles and process of risk assessment, and provide supporting sources of information at varying levels of depth, appropriate to the purpose at each stage. Risk assessment tools will be located appropriately within the framework, consistent with an approach that recognises the value of tools within structured professional judgement, alongside guidance about responsible use of such instruments.

The framework will also seek to address some of the fundamental issues associated with current practice that have been identified by the recent research and by the agencies' own experience. A common language of risk that clarifies definitions and improves risk communication, a shared understanding of the risk assessment process, and a tiered proportionate approach

are some of the objectives of this project.

- **Level of Service Case Management Inventory (LS/CMI)**

The RMA is working with the Scottish Government, Scottish Prison Service and Association of Directors of Social Work through the LS/CMI Project Control Committee to provide a structured and standardised approach to assessment and management of offenders in community and custodial settings. The Project Control Committee will steer the further development of the LS/CMI programme plan to deliver the LS/CMI risk assessment and case management tool for use by Criminal Justice Social Work (CJSW) in Scotland and the Scottish Prison Service (SPS).

- **STABLE 2007 and ACUTE 2007**

A long term project to evaluate the use of STABLE 2007 and ACUTE 2007 (risk assessment tools for sex offenders) in Scotland will be conducted over a five year period. This project commences with a quality assurance phase. There will be continuous quality improvement through periodic reports identifying problematic issues and proposing measures to resolve them.

Reports, on a six monthly basis, will comment on the application of the tool, identify problematic issues and make recommendations on training, management or resource issues, and how the instrument contributes to sex offender management.

- **Risk Management Planning & Practice Training**

The RMA commissioned the design, development and initial delivery of a training course that was consistent with the RMA Standards and Guidelines for Risk Management Plans for Offenders subject to an Order for Lifelong Restriction.

The training course aimed to

promote the principles and approaches outlined in that document and to develop the necessary knowledge and skills relating to the components of risk management of serious violent and sexual offenders.

- **CD ROM Assessing Risk of Harm Training**

De Montfort University developed a CD Rom in collaboration with the RMA. The CD provides guidance for the risk assessment and risk management of offenders. It is intended as a tool to assist first line managers in the development of staff that have a responsibility for assessing and managing offenders, and serves as a useful supplement to the RMA Standards and Guidelines. In this reporting year 17 courses were delivered to over 250 managers and practitioners.

- **Court Room Skills Training**

The RMA held a one-day training course for accredited assessors in the replica court room at the Scottish Police College. The training involved cross-examination in the witness box on the content of Risk Assessment Reports.

- **Stakeholder Consultation**

The RMA considered it essential to gauge stakeholder opinion on its work and on the way forward. The RMA undertook a Stakeholder Consultation exercise, interviewing 26 individuals from 20 organisations over a three month period in the autumn of 2008. The information gathered was analysed by the RMA research team for underlying trends and these fed back into workstreams and assisted in informing the Corporate Plan and the review.

- **Annual Conference**

The RMA held its third Annual Conference on 4 June 2008 in the Glasgow Hilton Hotel and the theme was "Assessing and Managing Violence Risk". The event attracted over 160 delegates from across the UK and speakers included Professor Jack Bush, Professor Tony Beech and Crown Agent, Norman McFadyen.

- **Women Offenders Project**

The RMA was asked by the Chief Officer of Lothian and Borders Community Justice Authority to assist in a multi-agency project to examine services for female offenders in the Lothian and Borders area. The RMA's Development Manager participated alongside criminal justice social work, police, and voluntary organisations.

- **Guidance for Mentally Disordered Offenders**

The RMA's Implementation Manager was seconded for a six month period to the Scottish Government to assist in the revision of the Memorandum of Procedure on Restricted Patients, the procedure for those involved in the management and care of restricted patients.

More information on these projects and others are contained in the following chapters of this annual report.

As the RMA moves out of its period of review, we intend to work in partnership with the Scottish Government to deliver key objectives, aligned with National Outcomes.

The RMA is currently revising its Corporate and Business Plans to ensure a full programme of work in the next reporting year.

Chapter 1 - Policy & Advice

The landscape of offender management continues to change and develop and the RMA has played an active part in working with other partners to tackle issues associated with re-offending. It maintains close working relationships with a number of Scottish Government departmental teams, working groups and organisations, to address the issue of serious violent and sexual offending.

The RMA actively participates in many national working groups and initiatives including:

- National Advisory Board on Offender Management (NABOM)
- The Multi Agency Public Protection Arrangements (MAPPA) Working Group
- The MAPPA (health) Working Group
- The Risk Assessment Pathways Working Group
- The Performance Strategy Improvement Group
- The Association of Chief Police Officers in Scotland (ACPOS) Offender Management Group
- Level of Service Case Management Inventory (LS/CMI) Project Control Committee
- The joint RMA, ACPOS and ADSW 'Way Forward' Think Tank
- Professional Practice Board – The Psychological Risk Assessment of those Convicted or Detained under Terrorist Related Offences Working Party
- Forensic Network Risk Strategy Group

The Scottish Prisons Commission (chaired by the Rt. Hon. Henry McLeish) was established to examine the use and impact of imprisonment in contemporary Scotland. The RMA Chief Executive, Professor Roisin Hall and Board Member, Peter Withers gave evidence to the Commission in May 2008.

The final report entitled "Scotland's Choice" was published in July 2008. The RMA published a position statement at this time supporting many of the Commission's recommendations, and its aims to tackle re-offending and safely reduce the prison population, highlighting the central role of risk assessment and management to the achievement

of those aims.

In September 2008 the Government announced its programme for Scotland for 2008/09 in the document "Moving Scotland Forward". This report contained some key issues of relevance to the RMA.

During this reporting year, the RMA was involved with many organisations, advising on risk assessment and risk management, including:

- The RMA gave evidence to the joint agency inspection of high risk offenders. The report was due for publication in the summer of 2009.
- The RMA attended the Glasgow Caledonian MSc in Forensic Psychology Programme Board and advised on curriculum content.
- The Chief Inspector of Criminal Justice in Northern Ireland and his colleague visited to consult with the RMA, as they were in the process of undertaking an independent review of risk assessment and transition of life sentence prisoners to the community in Northern Ireland.
- Representatives from the Criminal Justice department of the University of Cincinnati visited the RMA on the advice of Carleton University, Canada, to learn about the work of the RMA.
- The RMA was invited to provide a response to the Ministry of Justice (England and Wales) National Offender Management Service (NOMS) consultation on the development of a Risk Model.
- A representative from England and Wales Parole Board visited the RMA to exchange knowledge.
- The RMA submitted a response to the Scottish Government consultation on proposals for a Sentencing Council and Guidelines.

Other projects where the RMA has offered support and advice are:

LS/CMI

In September 2008, the Level of Service Case Management Inventory (LS/CMI) Programme Control Committee was established at a strategic level. This followed a review of the LS/CMI programme of work to deliver the LS/CMI risk assessment and case management tool for use by Criminal Justice Social Work (CJSW) in Scotland and the Scottish Prison Service (SPS). Established by the Scottish Government, the RMA is represented in the policy, developmental and implementation work streams of the committee.

Given the long-term history of the project and subsequent programme of work, the Project Control Committee was established with key stakeholders to co-ordinate the delivery of LS/CMI in Scotland, reviewing progress and ensuring deliverables are being achieved in line with the overall project plan.

Stable 2007 and Acute 2007

The RMA is working on a joint project with police, social work and Scottish Prison Service on the implementation on the SA07 project. Details of the SA07 project are given in more detail in Chapter 3 of this report.

Mental Health Division – guidance for mentally disordered offenders

The RMA's Implementation Manager was seconded to the Scottish Government Mental Health Division, to work on a revised Memorandum of Procedure on Restricted Patients.

The Memorandum is an essential reference document for those who are involved with the management and care of restricted patients; that is, patients who are subject to special restrictions. Under the Mental Health (Care and Treatment) (Scotland) Act 2003, such patients cannot be granted suspension of detention from hospital, transferred between hospitals or returned to prison without the consent of Scottish Ministers.

The primary aim for Scottish Ministers in their role in respect of the management of restricted patients, is to provide for the

protection of and security of the public. Scottish Ministers expect a multi-disciplinary approach to managing restricted patients.

Women Offenders project

The RMA Development Manager worked on a multi-agency project, examining services for female offenders in the Lothian and Borders area. Representatives from social work, Lothian and Borders Community Justice Authority, the police and voluntary organisations all had input into the project.

At the end of this reporting year, Dr Monica Barry, of Strathclyde University, was compiling a report on behalf of the group. The report will examine whether there are sufficient services for women offenders; if and how these services link together; if all women are offered the same support as men; and options for synchronising services in the area.

Consultation Exercise with Renfrew CJSW

The RMA worked with one Scottish local authority in an advisory capacity, to develop their risk management practice in line with the principles underpinning the RMA's standards. This piece of work involved the delivery of a seminar and table-top exercises.

The RMA will continue its work to assist organisations and agencies develop best practice in the challenging area of offender management.

Chapter 2 - Accreditation & Approval

Statutory Requirements

Under the Risk Assessment and Minimisation (Accreditation Scheme) (Scotland) Order 2006, Criminal Justice (Scotland) Act 2003 – SSI 2006 190, the RMA is required to set standards and accredit risk assessors and the manners of approach to be used in the assessment of offenders, in cases where the High Court of Justiciary (the Court) is considering the imposition of an Order of Lifelong Restriction (OLR).

The OLR is available to the Court as a disposal for offenders convicted of a serious violent or sexual offence, as defined by legislation (Sections 210A and 210AA – Criminal Procedure (Scotland) Act 1995 – (1995 Act)), or a life endangering offence, or an offence or pattern of behaviour which, after the risk assessment process, is deemed to meet the statutory risk criteria, (Section 210E – 1995 Act). This indicates a propensity for violent, sexual or life-endangering offending.

Under the Accreditation Scheme, the RMA accredits the assessors who are commissioned by the Court, to carry out a risk assessment under a Risk Assessment Order, and prepare a Risk Assessment Report.

The OLR is a life-long sentence of indeterminate detention, and those who receive it will remain on license for the rest of their lives, if they are released from custody. They can be recalled to custody for breach of any of the conditions set at their release.

The OLR will ensure that the offender's risk is assessed and managed with a view to minimising that risk as far as possible. During their time in prison, a risk management plan (RMP) will be prepared. The plan, which will be amended to reflect circumstances and the risk during the punishment and release stages, will be in place for the rest of the offender's life. It will cover steps to minimise the offender's risk. If the offender's risk can be minimised to a level where it is considered that he or she does not present a risk to public safety and the Parole Board determines that it is appropriate to do so, the offender may be released into the community subject to conditions designed to keep the risk at an acceptable level.

Accreditation

The RMA has a formal process for those wishing to apply for accreditation. The RMA ran a Pre-Application Information Session in January 2009, attracting 22 individuals interested in discussing the process in more detail. The RMA actively encourages enquiries for an informal meeting or telephone conversation and the RMA website contains a range of information.

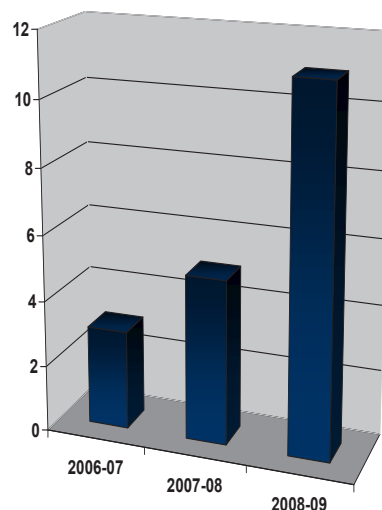
The RMA commissioned Ipsos MORI to conduct a research study and report on the findings. The research focussed on 'potential risk assessors'; individuals who have shown an interest in becoming accredited assessors, but have not completed the application process. The research comprised qualitative, in-depth interviews with 20 individuals.

The main areas covered in the research included:

- general perceptions of the RMA;
- reasons for expressing interest in the role of accredited risk assessor;
- awareness and understanding of the role;
- barriers to applying for the role of risk assessor; and
- contact with the RMA.

This valuable information has assisted the RMA to improve processes further.

At the end of the reporting period the RMA had 11 assessors accredited to undertake Risk Assessment Reports (RARs) on behalf of the High Court.



Number of Accredited Assessors

A total of 29 RARs were instructed by the Court in this financial year.

The RMA has a funded framework to support applicants in reaching the required level of competence via training and mentoring. In the financial year 2008 – 2009, a total of three deferred candidates undertook training in various risk assessment tools and the presentation of evidence in Court.

Continual Professional Development of accredited assessors is also very important and funding for training has been accessed by seven assessors.

In the financial year 2008-09, a total of seven applications for accreditation were received. Of these:

- four applicants were accredited;
- one application was declined;
- the Accreditation Committee deferred their decision regarding two applications; and
- no applicants withdrew from the process.

Two of the assessors accredited prior to this reporting period were re-accredited for a further period of three years following the successful completion of their first year of office. One candidate, deferred from the previous reporting year was accredited and one application received towards the end of the previous reporting year was accredited in this year.

The main reason for not awarding accreditation was lack of necessary experience. Most candidates who were deferred required further training.

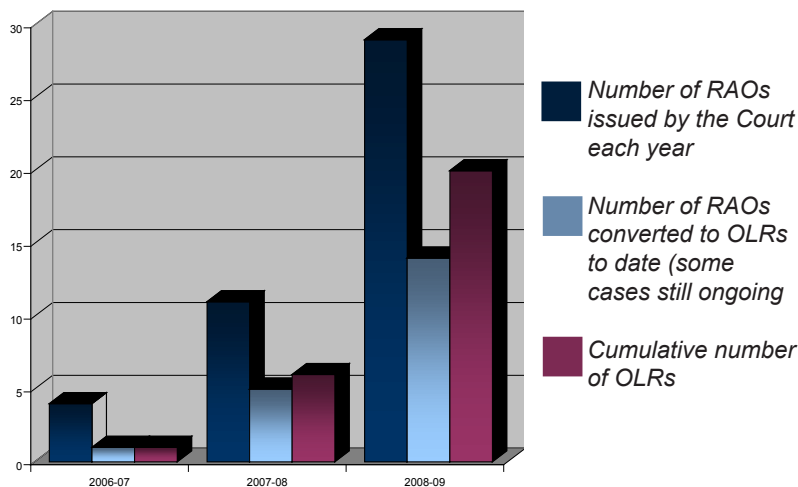
The RMA has a statutory timescale of two months from date of receipt of a completed application in which to consider and make a decision on whether to award accreditation. There is an option to extend this period as long as the RMA informs the applicant of the reasons for the extension. The average time the RMA took to consider and make a decision on applications during this reporting year was 44 days.

The RMA has been in negotiation with employers to facilitate potential and accredited assessors applying and carrying out the duties associated with accreditation.

Risk Assessment Orders and OLRs

The RMA has a statutory requirement to have an accreditation register available to the Court and this is done through the RMA website. It is kept up-to-date at all times. The register allows the Court to contact and commission an accredited assessor directly, or the Court can contact the RMA to ascertain which assessors have the capacity to undertake a Risk Assessment Report. The register contains additional information such as areas of specialism, or dates when an assessor is not available.

Table 1 below shows the number of Risk Assessment Orders (RAOs) issued by the Court in each financial year, and also the number converted into OLRs. It should be noted that some of the RAOs are still outstanding with the Court and may, at the discretion of the Court, become OLRs. Since the inception of the legislation in 2006, a total of 20 OLR sentences have been given to offenders.



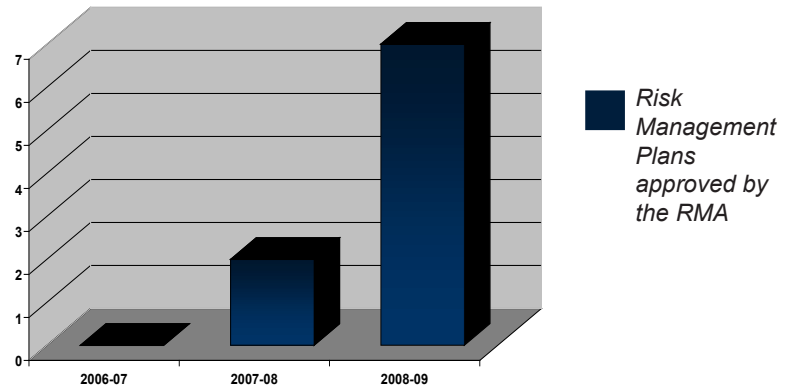
Risk Management Planning

The law requires the preparation and approval by the RMA of a Risk Management Plan (RMP) for each offender sentenced to an OLR, within nine months of the date of sentence. Such plans are thereafter reviewed annually and are submitted to the RMA for approval. The purpose of the Risk Management Plan (RMP) is to ensure that risk is properly managed on a multi-disciplinary basis. 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 RMP. The agency responsible for writing the RMP and submitting it

to the RMA is known as the Lead Authority. The Lead Authority will change depending on the position of the offender (e.g. whether in prison or released on licence in the community). The RMP must provide an assessment of the offender's risk, describe the measures to be taken to minimise that risk, and how these measures will be co-ordinated.

In this reporting year, seven RMPs were submitted for approval. All of these were approved and implemented within the specified timescales.

Guidelines for Risk Assessment and the Standards and Guidelines for Risk Management of Offenders Subject to an Order for Lifelong Restriction in this financial year. A refocus of our workload has meant this is now scheduled for the next reporting period, and the project has been re-framed to deliver more generic standards for the management of serious offenders, and not specific to the Order for Lifelong Restriction.



Forecasting

The RMA's research team has been analysing past figures with a view to forecasting potential growth in the area of RAOs, OLRs and RMPs. There was a considerable increase in the risk management process between 2007-08 and 2008-09 and RMPs are expected to increase significantly. The projected overall workload will rise dramatically to take into account new OLRs plus RMP annual reviews.

Standards and Guidelines for Risk Assessment and Risk Management

It was originally planned to produce revised copies of the Standards and

Chapter 3 - Research & Development

Research and development underpins and complements the work of the RMA. The RMA has a statutory requirement under the Criminal Justice (Scotland) Act 2003, in relation to risk minimisation 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 advice and make recommendations to the Scottish Ministers, as appropriate.

This provision allows the RMA to carry out, commission or co-ordinate research and publish the results, and to undertake pilot schemes to develop and improve methods. Research has provided the evidence base for the Standards and Guidelines for risk assessment and risk management.

RATED

It was originally planned to update the current edition of the Risk Assessment Tools Evaluation Directory (RATED) in this reporting year, but a change of focus and in priorities has led to the next edition being rescheduled to December 2009.

The current edition is still live and contains information on the attributes of a number of risk assessment tools and associated techniques and provides practitioners with information on the strengths and limitations of each tool, instilling confidence through provision of the validation history and empirical grounding.

All endorsed tools are suitable for use by RMA accredited assessors and other practitioners undertaking risk assessments for the purpose of risk management.

Violence Risk Assessment – Screening Tool or Framework

The RMA was tasked with progressing violence risk assessment in Scotland. As there is an identified need for a consistent and shared approach to risk assessment and management, the RMA has commenced on the development of FRAME -

Framework for Risk Assessment and Management Effectiveness.

This project responds to the Scottish Government and the agencies' initial request for the development of a screening tool for the assessment of violent risk, which research has shown to be unavailable currently.

The RMA did not seek to recommend an existing tool, but initiated a line of enquiry that would culminate in the provision of a violence risk assessment framework. The recommendations included advice on the way forward for the RMA and its partner agencies, in relation to the development of a screening tool for violence. It was intended that this framework accommodate a range of methods, from screening through to comprehensive risk formulation and risk management planning.

The RMA commissioned two studies: a team of researchers led by Dr Monica Barry of Strathclyde University conducted an evaluation of current and developing research, policy and practice in relation to violence risk assessment, and Professor David Farrington of Cambridge University led a systematic review of existing risk assessment tools and evaluated them against a range of criteria from their predictive utility to their conformity with RMA standards and guidelines. This review was complemented by a survey designed to assess a range of violence risk assessment instruments, from a practitioner perspective.

The RMA published both reports on its website in November 2008 alongside the RMA's response to the findings.

Level of Service Case Management Inventory

The Level of Service Case Management Inventory (LS/CMI) is a robust offender assessment and management tool that incorporates the principles of risk, need and responsibility. It is a substantial revision of the existing, widely used Level of Service Inventory - Revised (LSI-R) assessment tool. LS/CMI will be of considerable value in providing a structured and standardised approach for community and custodial criminal justice agencies.

The RMA has worked closely with the Scottish Government, the Scottish Prison Service and the Association of Directors of Social Work through the LS/CMI Programme Board to support those agencies' decision to implement the LS/CMI in Scotland.

The LS/CMI is the comprehensive risk assessment and case management system that will become the common core instrument in the prison service and in criminal justice social work in Scotland.

The RMA is working with Criminal Justice Social Work at Renfrewshire Council in a pilot study to pre-test the use of the Scottish Version of LS/CMI, prior to national implementation of this instrument. At the end of March 2009, the first of three training events was held. The RMA commissioned the Cognitive Centre to deliver the training on behalf of the RMA.

The final report on the pilot will be delivered by the RMA's research and development team. It will identify any misunderstandings and anomalies in coding, and feed these back to practitioners in Renfrewshire CJSW, to identify and support best practice in effective assessment and case management.

Research & Training Strategy

The RMA had planned to review its research and training strategy in this reporting year, but it was felt more appropriate to wait until the outcome of the landscape review before refocusing on this strategic area. The RMA also wishes to align its strategy with the National Training Strategy, due for publication soon.

STABLE 2007 and ACUTE 2007 (SA07)

At the end of the last reporting year, the RMA had commissioned Dr Andrew Harris to validate SA07 for use in Scotland. Unfortunately, Dr Harris was unable to continue with the project and the RMA took the opportunity at this stage to re-evaluate its strategy.

The project is now being managed by RMA staff with support from the RMA Board and external research advisors. The RMA has put in place much of the groundwork to progress

this project and has established strong links with police and social workers in Northern Ireland and England and Wales, in order to align efforts in relation to the evaluation of the tool, and share examples of best practice. The SA07 dynamic risk assessment tool for sexual offenders is designed to monitor two types of risk factors for offending behaviour: stable dynamic factors, which are potentially changeable but endure for months or years; and, acute dynamic factors which can change over a period of weeks, days or even hours, and signal the timing of new offences.

The project will gather and analyse information over a five year period.

Chapter 4 - Training

Through the RMA's statutory requirement to promote effective practice in the assessment and minimisation of risk, the RMA has continued to roll out a comprehensive training package to practitioners to assist in raising standards in risk assessment and risk management across Scotland.

In this reporting year the RMA has carried out the following training projects:

- The RMA commissioned a review and update of the training manual for Risk of Serious Harm and its Assessment using Structured Professional Judgement, HCR-20, RSVP, SARA, B-SAFER and SAM.

Professor David Cooke, Dr Lisa Marshall and Mr Robin Morris-Jones were commissioned to undertake the review and an updated set of training materials was issued to the RMA's pool of trainers. This training is now available to Scottish agencies.

- Two training sessions on Risk Management Planning and Practice, designed and delivered in collaboration with Coventry University were delivered to 25 delegates during this reporting year.

The primary objective of this training is the development of knowledge and skills relating to the components of effective risk management of the most serious violent and sexual offenders.

The training also facilitated the development of collaborative practice through inter-agency communication, knowledge, experience and skills exchange. This training was aimed at professionals who are most likely to be managing cases of individuals whose seriousness of offending places them within levels 2 and 3 of the Multi-Agency Public Protection Arrangements (MAPPA).

All delegates completed online knowledge checks before attending the intensive five-day courses. To facilitate the online learning, the RMA commissioned its web providers to develop and facilitate interactive learning in a

secure area of the RMA website. A 'Train the Trainer' package for Risk Management Planning and Practice has been developed and delivered to delegates from various agencies including the Training and Development Officers from the Community Justice Areas.

- The CD-rom – Assessing Risk of Harm continued to be rolled out to agencies across Scotland. A total of 258 managers and practitioners attended 17 courses in this reporting year.

Developed by the RMA in collaboration with De Montfort University, the training provides guidance on the risk assessment and risk management of offenders.

The CD also provides access to a wide range of resources relating to offender management. Each of the six sections provides links to pages that offer additional web links, multimedia, official documents and references. Feedback has been very positive and a further, smaller contract has been renegotiated for the coming year.

- The RMA has been working with the School of Forensic Mental Health, Forensic Network to develop a Risk Assessment Report Writing Module to support the RMA Standards and Guidelines for Risk Assessment. The training is aimed at those wanting to develop their skills in preparing risk assessment reports for the Court and similar bodies.

It will also encourage and support individuals applying to become RMA-accredited Risk Assessors. The final package will be available for use in the summer of 2009.

- The RMA delivered Court Room Skills training for accredited assessors in February 2009.

The one day course delivered by RMA Vice-Convener, Professor Jim McManus, took place in the replica court room at the Scottish Police College. Six accredited assessors took part

in the training and they were questioned in the witness box on the content of Risk Assessment Reports.

The feedback has recommended that this becomes an annual event and the RMA will consider the feasibility of this.

The RMA remains committed to supporting accredited assessors and has a budget in place for their continued professional development.

The RMA training plan for 2009/10 is under review to ensure it fits with recommendations from the Landscape Review and from the National Training Strategy.

The RMA also welcomes feedback and proposals from stakeholders to develop further training modules relevant to the different areas of risk assessment and risk management.

Chapter 5 - Corporate Governance

Since 2002, a non-statutory duty of Best Value has been placed upon all Accountable Officers of the Scottish Administration and Accountable Officers of other public bodies to comply and "to ensure arrangements are in place to secure Best Value". Compliance with the duty of Best Value is an auditable requirement under the terms of the Public Finance and Accountability (Scotland) Act 2000.

Best Value arrangements exist to secure continuous improvement in the performance of functions by public service organisations. Continuous improvement seeks to balance quality and cost considerations, and is achieved with regard to economy, efficiency, effectiveness, equal opportunities arrangements, and sustainable development.

Best Value is based on the following key principles:

- Commitment and leadership
- Responsiveness and consultation
- Sound governance arrangements at strategic, financial & operational levels
- Sound management of resources
- Use of review and options appraisal
- Competitiveness, trading and the discharge of authority functions (specific to Best Value in Local Government)
- Accountability
- Joint working
- Sustainable development
- Equal opportunities

The RMA had planned to undertake a Best Value Self Assessment in this reporting year. However, we are awaiting further guidance and assessment tools from internal auditors to enable the RMA to undertake this piece of work.

The RMA strives for continuous improvement and these are listed further in this section. The RMA continues to implement, review and amend its processes and policies to meet business needs and continually improve.

Board Member John McNeill resigned on 30 August of this reporting year. Convener Robert Winter extended his contract to the end of June 2008. Dr Caroline

Logan reached the end of her term of office as Board Member. Mr Peter Johnston, an existing Board Member was appointed to the post of Convener on 01 July 2008.

Scottish Ministers re-appointed Morag Slesser for a further period of 18 months and Professor Jim McManus for a further period of five years, as Board Members. Ministers also appointed three new Board Members, Professor Hazel Kemshall, Mr James H Green and Dr Anne MacDonald, all for five year periods.

Professor Kemshall is Professor of Community and Criminal Justice at De Montfort University, and has extensively researched risk practice, including evaluations of MAPPA, risk assessment tools and supervision of high risk offenders. Professor Kemshall is a member of the West Midlands Probation Board.

Mr Green is a retired Assistant Chief Constable with Strathclyde Police. He was the force emergency planning officer, a role that involved high-level activity in counter terrorism and consequential management planning.

Dr MacDonald has 30 years experience in the NHS in Scotland and has trained in psychoanalytical psychotherapy, forensic psychiatry and management and currently works as a Consultant Forensic Psychiatrist at the Rowanbank Clinic in Glasgow.

Board Members sit on six key committees to take forward the RMA work programme with clear terms of reference and robust lines of accountability. The Committees are:

Accreditation Committee - to take decisions on the accreditation of assessors and manners of assessment.

Research and Training Committee - to provide the strategic direction for the RMA's research and training programme.

Audit Committee - to support the Accountable Officer in her responsibilities for issues of risk, control and governance and associated assurance through a process of constructive challenge.

Risk Management Plan Approval Committee - to take decisions and approve Risk Management Plans submitted by Lead Authorities.

Appeals Committee - to consider and decide any appeals lodged with the RMA against a decision by the Accreditation Committee.

The Remuneration Committee - to consider and make recommendations to the Board and Scottish Ministers on pay policy and the annual pay award for the Chief Executive.

The RMA's work is detailed each year in its Annual Business plan, agreed with the Minister at the start of each financial period. Reports on the delivery of the Business Plan against key targets are shared with staff, Board Members and the Sponsor Department of the Scottish Government.

The RMA strategic aims and medium term objectives are published in a three-year Corporate Plan. In this reporting year, the RMA carried out a Stakeholder Consultation Exercise, as detailed later in this chapter, to inform the Corporate Plan for 2009-2012. This plan is being re-worked in light of the Landscape Review.

The RMA actively encourages feedback on its work and continues to provide a dedicated mailbox for this purpose, the address of which is promoted on the RMA website, in newsletters and publications and at events. After all corporate and training events the RMA issues feedback forms, which are collated, examined and fed back into the event planning process. Wherever possible, presentations from events are posted on the RMA website for those unable to attend.

During this reporting year the RMA continued with its contracts for internal audit service and legal advice service. A contract for an HR advice service that will continue into the next financial year was also put in place.

It is important to the RMA to continually invest in its people and staff are subject to a sound system of performance review and development. Staff are encouraged and motivated to undertake training and development activities to assist

them in their work and ensure high levels of personal development.

Regular staff meetings and planning meetings are held to exchange information and ensure high levels of internal communication.

Stakeholder Consultation

In the summer of 2008, the RMA began to prepare for its next Corporate Plan. It was felt that to inform this process properly a large scale stakeholder consultation exercise should be undertaken.

A series of face-to-face interviews was set up with 20 organisations associated with the work of the RMA, and it took place over a three-month period from July to September 2008.

The consultation reviewed the work of the RMA and the value put on its services. The RMA discussed this with organisations across a wide area of criminal justice including, Community Justice Authorities (CJAs), Multi-Agency Public Protection Arrangements (MAPPA), Scottish Government, Social Work, National Offender Management (NOMS), Scottish Prison Service, voluntary organisations and academics.

The discussions focussed on work the RMA had completed, what it had in progress, and what the RMA should be focussing on as it moves forward in the next three years, and beyond. Opinion was sought on areas where it was considered that the RMA had performed well, and projects or areas where it could have done better.

Reports from the interviews were analysed for emerging themes and actions that could be taken forward. This had an impact not only for the Corporate Plan, but also for the Landscape review. The RMA would like to thank all those who participated in this invaluable exercise.

Newsletters

The RMA issued three newsletters in this reporting period. Each newsletter contained information on work in progress, projects, training provision, staff changes, risk assessor and OLR information and an update on the progression of the Landscape Review.

Newsletters feature information on how to provide feedback.

Events

The RMA's 3rd Annual Conference was held in the Glasgow Hilton Hotel on 4 June 2008.

The conference was held over a full day and over 160 delegates attended to hear presentations from Professor Jack Bush, Vermont Department of Corrections who spoke about "Self Risk Management for Violent Offenders", Professor Tony Beech, University of Birmingham discussed "Risk Assessment in the 21st Century: Towards an Integrative Model of Risk in Sexual Offending", and Crown Agent Norman McFadyen, Crown Office and Procurator Fiscal Service talked about "The Order for Lifelong Restriction: Sentencing for Serious Violent Offenders".

Participation based workshops on a number of key themes ran throughout the day.

The RMA held a Good Practice Seminar on 28 January 2009. Presented by Dr Lorraine Johnstone, Consultant Clinical Forensic Psychologist and RMA Accredited Assessor and RMA Board Member, Professor Hazel Kemshall, Professor of Community & Criminal Justice, De Montfort University, who discussed "Ethical and Professional Issues with Lifelong Sentences". Over 60 delegates attended this event in Glasgow.

In addition to the RMA's advisory role, representatives regularly present, or provide papers for events and conferences on areas of risk assessment and risk management.

The RMA presented at the following events and conferences:

- Staff and accredited assessors co-presented a seminar at the International Association of Forensic Mental Health Services (IAFMHS) Conference in Vienna
- A poster presentation given at the Division of Forensic Psychology National Conference in Edinburgh
- Rättsmedicinalverket (RMV) – The National Board of Forensic Medicine Conference, Sweden
- National Organisation for the Treatment of Abusers (NOTA) Scotland
- Judicial Studies Committee Refresher Course
- Fife Risk Management Strategy launch

Environmental

The RMA has an Environmental Policy and is committed to reducing waste and energy consumption. The Environmental Policy and Management System was adopted and implemented in March 2006. Monitoring of progress and recording is in place to ensure compliance with agreed standards to inform the setting of specific of specific, measurable and achievable targets consistent with Scottish Ministerial policies for environmental improvement, protection and sustainability and to review environmental performance on an annual basis.

The RMA plans to substantially reduce the amount of non-recyclable waste disposed of in the next reporting year.

	2007-08	2008-09
Reduced carbon footprint on journeys by utilising telephone and video conferencing	16 journeys, approx £1,000	27 journeys, approx £2,498
Reams of paper used in comparison to previous year	-42 reams	+7**
Amount of waste recycled	85 bags	97.5 bags
amount of non-recyclable waste disposed of	323 bags	323 bags

Table shows environmental performance highlighting achievements

** Increase due to increased business requirements.

Efficiency Savings

- A policy change for training events focussed on hiring venues across the country from the public sector to reduce costs. This has resulted in a saving of £4,620 based on a comparison average cost for the previous reporting year.
- The RMA invested in stand alone laptops for training events, resulting in a saving of £7,536 on laptop hire.

- A review of subscriptions to outside services used by the RMA identified an oversubscription to LINNETS, a legal research database. Cutting subscriptions from five to two will save £1,300 in year one and in subsequent years.
- A review of Blackberry use by RMA Board Members resulted in four Blackberrys being returned, reducing annual costs by £954.
- Five laptops and one PC were removed from the SCOTS ICT contract producing an annual saving £5,917 in maintenance contract charges.

Freedom of Information

In October 2008, the RMA became subject to the Freedom of Information legislation and published its Publication Scheme online, in consultation with the Commissioner's Office. The RMA has been working in the spirit of the legislation for the last few years, publishing many of its policies and procedures and making corporate information available for download from its website. Five FOI enquiries were received in this reporting year, three of these enquiries were received after the RMA became subject to the legislation. In all FOI enquires the RMA acted in line with legislation.

Annual Accounts 2008-09

Management Commentary

Introduction

This management commentary details the progress against the Risk Management Authority's (RMA) corporate objectives as set out in the Authority's business plan 2008-09.

This statement of accounts reports the results of the RMA for the year 1 April 2008 to 31 March 2009. It has 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.

History of the Authority

The Committee on Serious Violent and Sexual Offenders, chaired by Lord MacLean, reported to Scottish Ministers in 2000 and recommended, inter alia, the need for an independent body, whose role would be to ensure that statutory, voluntary and private sector agencies worked together systematically to address the risk posed by serious offenders.

After consultation, Scottish Ministers agreed to create a non-departmental public body to fulfil the recommendation of Lord MacLean and his Committee. The Risk Management Authority was established in 2004 by Section 3 of the Criminal Justice (Scotland) Act 2003 ("the Act").

Statutory functions

The RMA's statutory functions are:

- In relation to the assessment and minimisation of risk:
 - (i) compile and keep under review information about the provision of services in Scotland;
 - (ii) compile and keep under review research and development;
 - (iii) promote effective practice; and
 - (iv) give such advice and make such recommendations to the Scottish Ministers as the Authority considers appropriate.

The RMA may:

- (i) carry out, commission or co-ordinate research and publish the results of such research; and

(ii) undertake pilot schemes for the purposes of developing and improving methods.

- prepare and issue guidelines as to the assessment and minimisation of risk;
- set and publish standards according to which measures taken in respect of the assessment and minimisation of risk are to be judged;
- administer the Scheme of Accreditation (SSI 2006 No 190 The Risk Assessment and Minimisation (Accreditation Scheme) (Scotland) Order 2006) made under Section 11(1) of the Act;
- provide or secure the provision of education and training in relation to the assessment and minimisation of risk for persons and/or manners accredited under the above mentioned scheme;
- specify and publish the form of Risk Management Plans; and
- approve Risk Management Plans and review the implementation of Risk Management Plans.

Board and senior staff

Appointments to the Board of the RMA are made by Scottish Ministers. During the year Mr John McNeill tendered his resignation, Dr Caroline Logan reached the end of her appointment, Ms Morag Slesser was re-appointed for a further term and three new Board Members were appointed.

The Authority's Convener, Mr Robert Winter remained in post until 30 June 2008 and Mr Peter Johnston was appointed to this post on 1 July 2008.

Convener:
Mr Robert Winter (until 30 June 2008)
Mr Peter Johnston (from 1 July 2008)

Board Members:
Professor Jim McManus
Dr Caroline Logan (until 30 November 2008)
Ms Morag Slesser (re-appointed until 31 May 2010)
Mr John McNeill (until 30 August 2008)
Mr Peter Withers
Mr Peter Johnston (until 30 June 2008, when he took up post of Convener)

Professor Don Grubin
Professor Hazel Kemshall (from 1 December 2008)
Mr James H Green (from 1 December 2008)
Dr Anne MacDonald (from 1 December 2008)

The Chief Executive position was vacant following the retirement of Professor Roisin Hall, who was the Accountable Officer for the RMA until 31 January 2009. In the interim period, Yvonne Gailey, Director of Operations and Development was Accountable Officer. Yvonne Gailey was subsequently appointed as Chief Executive in June 2009.

The RMA currently employs a Director of Business Performance, a Director of Operations and Development, an Implementation Manager, a Development Manager, a Communications Manager, Research, Training, Project, Admin/ Communications and Systems and Policy Officers, a Training Co-ordinator and one Administrative Assistant.

The Register of Members' interests is available on the Authority's website www.RMAScotland.gov.uk or from the Authority telephone: 0141 567 3112 e-mail: info@RMAScotland.gsi.gov.uk

Landscape review

As part of a wider landscape review, the First Minister announced in January 2008:

"Public safety is our top priority in dealing with high risk offenders. We will review the role of the RMA to determine whether integrating the functions into other bodies would improve the effectiveness of our systems."

This has been a challenging and useful process which should enable the RMA to deliver increasing public value, contribute effectively to the Scottish Government's offender management programme and play a full part in the achievement of National Outcomes and Purpose Targets and, in particular, the goal of making Scotland safer and stronger.

Since the announcement, the RMA has worked closely with the Scottish Government on examining

its functions and ensuring that the RMA's contribution to integrated best practice in the risk assessment and management of offenders who pose a serious risk to the public is retained.

The RMA has, where possible, continued "business as usual" during this period of review. It is noted here, that all statutory functions were maintained as normal, and all projects were sustained. It is also noted that some projects were necessarily delayed or re-framed in light of the review process.

Post Year End Activities

Since the end of this reporting year the RMA has appointed Yvonne Gailey as its new Chief Executive. Yvonne previously held the post of Director of Operations and Development.

The RMA has also learned that the outcome of the review means that it will retain its independent status, but will work more closely with the Scottish Government to assist in the delivery of the National Offender Management Strategy.

The RMA is financed 100% by Grant-in-Aid from the Scottish Government Criminal Justice Directorate. The Scottish Ministers are answerable to the Scottish Parliament for the Authority and are responsible for making financial provision to meet the Authority's needs.

Performance

This management commentary details the progress against RMA corporate objectives and key work areas as set out in the Future Developments section of the Annual Accounts for 2007-08.

The RMA received a 'substantial' rating from its internal auditors following the audit held in December 2008.

Foster collaborative working

The RMA has continued to build on the close working relationships with agencies, organisations, working groups and individuals in the field of criminal justice. It has played an active part in advising and making recommendations to various groups and reports throughout the year. The RMA continues to actively participate in an advisory role on many groups such as the National Advisory Board on Offender Management (NABOM) and , the Risk Assessment Pathways Working Group.

The RMA was asked to give evidence to the Prisons Commission, whose remit was to report on the purpose and impact of imprisonment in contemporary Scotland.

The RMA gave evidence to the Multi-Agency Inspection - Assessing and Managing Offenders Who Present a High Risk of Serious Harm.

The RMA provided a response to the Ministry of Justice (England & Wales) National Offender Management Service (NOMS), Risk Model Consultation.

A staff member was seconded to the Mental Health Division of the Scottish Government to work on a revised Memorandum of Procedure on Restricted Patients.

RMA Research & Training Strategy

The RMA had planned to review its

research and training strategy, but it was felt more appropriate to wait until the outcome of the landscape review and also the publication of the National Training Strategy, in order to present a cohesive, integrated approach to this area.

Assessment and Management of Violent Offenders

The RMA commissioned two studies: the evaluation of current and developing research, policy and practice in relation to violence risk assessment and a systematic review of existing risk assessment tools. Both reports were published on the RMA website.

Based on the findings of those studies, the RMA proposed a way forward to work towards a common and shared risk assessment framework that incorporates all aspects of offender management and contributes to a shared approach to risk assessment. This approach will address some of the recurring common problems in risk assessment practice.

This proposal was accepted by the Tri-partite Group in September 2008.

Extend the RMA's involvement

The RMA indicated that it would seek means to extend the applicability of its work to other groups of offenders. Many stakeholders indicated, through the Stakeholder Consultation, that there was a need to expand the Standards and Guidelines for other offender groups.

Whilst under review it has not been possible to initiate this work and it is now planned to take this forward in the next reporting period, building this into the RMA's Corporate and Business Plans.

Risk Management Plan and Risk Assessment Standards and Guidelines

It was planned to produce revised copies of the Standards and Guidelines for risk assessment and risk management. A change of priorities and a refocus of workload has rescheduled this to the next financial year. This will include the widening of scope to other offender groups, as mentioned above.

Risk Management Plan approval Process

The RMA has examined internal processes and documents to improve the approval process for Risk Management Plans (RMPs). Modified evaluation documents now ensure that the evaluation of RMPs is more in line with the Standards and Guidelines document. This has led to a simplification in the recommendations to the RMP approval Committee. Other aspects currently include a review of the case management system.

Structured Professional Judgement Training

The RMA commissioned a review and update of the training manual for Risk of Serious Harm and its assessment using structured professional judgement, HCR-20, RSVP, SARA, B-SAFER and SAM. Professor David Cooke, Dr Lisa Marshall and Mr Robin Morris-Jones were commissioned to undertake the review and an updated set of training materials was issued to the RMA's pool of trainers. The completion of this project was delayed but satisfactory.

Risk Assessment Report Writing Training

The RMA commissioned the School of Forensic Mental Health, Forensic Network to develop a Risk Assessment Report Writing module to support the Standards and Guidelines for Risk Assessment. This project is nearing completion and the final package will be available in the summer of 2009 to those wanting to develop their skills in preparing reports for the courts or those applying to become accredited risk assessors.

Future Developments

The Annual Report contains details of the on-going work of the RMA and the developments which will take place during the next reporting year (2009-10).

During the next reporting year the RMA will aim to deliver high standard public services as a key resource for agencies involved in the risk assessment and management of serious offenders. To achieve this,

the key areas of work which the Authority will concentrate on during the next reporting year are:

- Work with Scottish Government and agencies to ensure that the implementation of the Offender Management Strategy is underpinned by sound, evidence-based risk assessment and management practice.
- Continue to deliver the key projects:
 - o LS/CMI
 - o FRAME
 - o SA07
- Develop Standards and Guidelines for the risk assessment and management of offenders who pose a risk of harm.
- Publish revised standards and guidelines for the Risk Assessment Report, and the management of offenders subject to an OLR.
- Publish version 3 of RATED, giving further attention to the fields of young people and domestic violence.
- Continuously monitor and improve the processes of accreditation and approval to ensure quality and sustainability.

Environmental matters

The Authority continues its commitment to continuous improvement on the environmental impacts of its business activities. An Environmental Policy and Management System was adopted and implemented in March 2006.

Monitoring of progress and recording is in place to ensure compliance with agreed standards to inform the setting of specific, measurable and achievable targets consistent with Scottish Ministerial policies for environmental improvement, protection and sustainability and to review environmental performance on an annual basis.

Financial results

The accounts for the year ended 31 March 2009 are set out in pages 41 - 43. The Notes to the Accounts on pages 44 - 48 form part of the accounts.

All expenditure during 2008-09 was within agreed budgetary provision.

The Authority's budget for 2008-09 was set at £1,500,000 at the start of the year. The underspend against the budget provision for the year was £277,000. Of the £277,000, deferred contracts represent £141,919 and will carry forward to 2009/10.

This was due to re-prioritisation of workload during the landscape review. The principal reasons for the remaining underspend was:

- Staffing costs (£42k)
The Chief Executive went part time from October 2008 to January 2009, before retiring on 31 January 2009 and with no new Chief Executive in post there were no salary costs associated with this post in February and March. In addition, a staff member took a six-month career break starting in February 2009 and this left a vacant post within the organisation.
- Publications (£30k)
A strategic decision was made not to publish the revised editions of RATED and Standards and Guidelines for Risk Assessment, and for Risk Management. Dates for publication have been moved to the next reporting year resulting in an underspend in print and design budgets.
- Evaluation of Stable & Acute 2007 (£37k)
This commissioned research was returned in-house and therefore incurred only running costs.

Changes in Fixed Assets

There are no significant changes in fixed assets to report for the year ended 31 March 2009.

Post Balance Sheet Date Events

There are no post balance sheet date events to report.

Public Interest Reporting

Charitable Donations

No charitable donations were made in the year ended 31 March 2009.

Payment Performance

Until November 2008, the RMA's policy was to pay all invoices, not in dispute, within 30 days or the agreed contractual terms if otherwise specified. During this period the RMA paid 94% of all invoices received within the terms of its payment policy. From 1 December 2008, the RMA policy changed to pay all invoices, not in dispute within 10 days. The RMA paid 98% of all invoices received during this period within the new terms of its payment policy.

The RMA aims to pay 100 per cent of invoices, including disputed invoices once the dispute has been settled, on time in these terms. During the year 2008-2009, the RMA paid 96% of all invoices received within the terms of the payment policy.

The RMA observes the principles of the Better Payment Procedure Code.

Equal Opportunities

The RMA is committed to ensuring equal opportunities for all employees and potential employees. The Authority has an equal opportunities policy in place.

People with Disabilities

The RMA'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 RMA is based solely on ability, qualifications and suitability for the role.

Staff Involvement and Development
The RMA is committed to training its staff and encouraging them to identify and attend developmental and further education training where applicable. The RMA openly encourages staff involvement in the business planning processes and the on-going development of the RMA's work. A corporate training strategy and individual personal development plans were adhered to during 2008-09 for the on-going development of all staff. The Authority holds a regular

cycle of staff team meetings. In addition staff have formally met with members of the RMA's Board on several occasions.

Sickness Absence Data

During the year the RMA has seen a reduction in the level of absence due to sickness. In the year, a total of 37.5 days was recorded as absence due to sickness, this represents an absence ratio of 1.4%. This compares to a total absence of 94 days in the previous year which represents an absence ratio of 4.0%.

Personal Data Incidents

There were no personal data incidents reported in this financial period.

Pension Costs

All staff of the RMA are eligible to become members of the civil service pension arrangements (see the Remuneration Report contained in these accounts for further detail).

Auditors

The accounts of the RMA 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.

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



YVONNE GAILEY
Accountable Officer
10 September 2009

Remuneration Report

The Convener and Board Members

The Convener and Board Members of the Authority are paid an annual salary which is set by Scottish Ministers. The salary rate is normally increased annually in line with the percentage uplift agreed by the Scottish Government Senior Salary Review Board.

Chief Executive

The RMA's Chief Executive was appointed in December 2004 and retired in January 2009. As part of the appointment process and in conjunction with the Scottish Government, the Board of the RMA agreed a salary range for the Chief Executive and agreed a starting salary within that range. The Board further agreed that the Chief Executive's pay would be reviewed annually and any pay award for the Chief Executive would be dependent on performance.

Pay awards for the Chief Executive must be approved by Scottish Ministers. The Chief Executive's performance is assessed by the Convener of the RMA using a system of annual appraisal and the performance conditions are based on achievement of the Authority's annual business plan and corporate plan objectives.

The RMA has in place a Remuneration Committee, current membership of the Committee is Mr Peter Johnston, Mr Peter

Withers, Mr James Green and Dr Anne MacDonald. The Committee's function is to make recommendations to the Board of the RMA and Scottish Ministers on a range of pay policy matters including the level of annual pay award for the Chief Executive.

Directors

The remuneration for the RMA's Directors is set by the Board of the RMA subject to the Scottish Ministers' approval. As part of the appointment process and in conjunction with the Scottish Government, the Board of the RMA agreed salary ranges for the Directors and agreed starting salaries within that range. The Directors' salaries are reviewed annually as part of the RMA's pay remit process for all staff of the RMA, with the exception of the Chief Executive.

Pay awards for the Directors are dependent on performance. The Directors' performance is assessed by the Chief Executive using a system of annual appraisal and the performance conditions are based on achievement of personal objectives agreed for each Director based on the Authority's annual business plan and corporate plan objectives.

Service contracts

Staff appointments to the RMA are based on merit and on the basis of fair and open competition. The Chief Executive and Directors are

permanent appointments with a three month notice period. There are no early termination payment clauses within the contracts.

The Chief Executive and Directors' posts are pensionable under the civil service pension arrangements. The Convener and Board Member appointments are not pensionable.

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 is appointed for a term of 3 years which ended 31 August 2007, however the appointment was subsequently renewed until 30 June 2008. The new Convener was appointed on 1 July 2008 .

Remuneration and Pensions

The following sections provide details of the remuneration and pension interests of the Convener, Board Members, Chief Executive and Directors.

Remuneration

No benefits in kind were made to the Convener, Board Members, Chief Executive or Directors. The following table provides a breakdown of executive and non-executive directors' remuneration in 2007-08 and 2008-09 and have been audited by the RMA's auditors.

	2008-09 Salary (£) £	2007-08 Salary (£) £
Mr Robert Winter, Convener (until 30 June 2008)	2,036	8,144
Mr Peter Johnston Convener (from 1 July 2008)	8,325	5,658
Professor Jim McManus	5,790	5,658
Mr John McNeill (until 30 August 2008)	2,358	5,658
Dr Caroline Logan (to 30 November 2008)	3,772	5,658
Ms Morag Slesser	5,790	5,658
Mr Peter Withers	5,790	5,658
Professor Don Grubin (from 12 August 2007)	5,790	3,590
Professor Hazel Kemshall (from 1 December 2008)	1,886	-
Mr James H Green (from 1 December 2008)	1,886	-
Dr Anne MacDonald (from 1 December 2008)	1,886	-
Professor Roisin Hall, Chief Executive (retired 31 January 2009)	46,799	63,965
Ms Yvonne Gailey, Director of Operations and Development	48,521	46,501
Mrs Jackie Bergen, Director of Business Performance (Career break from January 2008 - present)	-	*46,419
Mr Ian Todd, Director of Business Performance (Fixed Contract 16 November 2007 – August 2008)	29,318	15,923
Mr Paul Keoghan, Director of Business Performance (from 26 January 2009)	8,131	-

* includes retrospective payment for post re-grading

Pension Benefits	Accrued pension at age 60 as at 31/3/09 and related lump sum	Real increase in pension and related lump sum at age 60	CETV at 31/3/09	CETV at 31/3/08	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000
Professor Roisin Hall	20-25 40-45 (lump sum)	0-2.5 No increase (lump sum)	473	478	10
Mrs Jackie Bergen*	Nil Nil (lump sum)	No increase No increase (lump sum)	0	127	0
Ms Yvonne Gailey	0-2.5 n/a (lump sum)	0-2.5 n/a (lump sum)	35	23	11
Mr Ian Todd	0-2.5 n/a (lump sum)	0-2.5 n/a (lump sum)	18	5	0
Mr Paul Keoghan	0-2.5 n/a (lump sum)	0-2.5 n/a (lump sum)	2	0	1

* The funds attributed to this scheme were transferred out by the owner to an alternative scheme on 01 December 2008.

Salary

'Salary' includes gross salary; performance pay or bonuses; 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.

For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic plus is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per classic.

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.

Benefits in kind

None were payable in the year.

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

Real increase in CETV

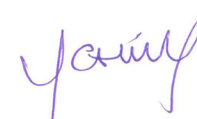
This reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation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

Pensions

Pension benefits are provided through the Civil Service Pension arrangements. Employees of the RMA may be in one of three statutory based 'final salary' defined benefit schemes (classic, premium, and classic plus). The Schemes are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, and classic plus are increased annually in line with changes in the Retail Prices Index. Staff can choose between membership of premium or joining a good quality 'money purchase' stakeholder arrangement with a significant employer contribution (partnership pension account).

Cash Equivalent Transfer Values

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



YVONNE GAILEY
Accountable Officer
10 September 2009

Statement

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 RMA, 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 on a reasonable basis;
- 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 RMA's Chief Executive, Professor Roisin Hall, as the Accountable Officer for the Risk Management Authority, until

her retirement in January 2009. At that time Yvonne Gailey, Director of Operations and Development assumed the responsibilities of Accountable Officer on a temporary basis until appointed as the new Chief Executive, when she was designated Accountable Officer.

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 Authority's assets, are set out in the Memorandum to Accountable Officers of Other Public Bodies.

Statement of Internal Control

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 RMA's assets for which I am personally responsible, in accordance with the responsibilities assigned to me in the Management Statement and Financial Memorandum.

As Accountable Officer I have specific responsibility in relation to:

- planning, performance management and monitoring
- advising the RMA
- managing risk and resources
- accounting for the RMA's activities

The purpose of the system of internal control

The system of internal control is designed to manage rather than eliminate the risk of failure to achieve the Authority's policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the RMA's policies, aims and objectives; to evaluate the nature and extent of those risks and to manage them efficiently, effectively and economically. This process has been in place for the year ended 31 March 2009 and up to the date of approval of the annual report and accounts and accords with Scottish Executive guidance.

Risk and control framework

All bodies subject to the requirements of the Public Financial Manual (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.

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

To ensure that risk management is embedded into the processes of the RMA the risk management strategy requires that the Risk Register is reviewed regularly with all staff as a standing item at the regular staff meetings; that the Register is reviewed at least every 3 months and prior to each Audit Committee meeting; and that the Register is reviewed in conjunction with the preparation of the Corporate Plan and the annual Business Plan.

More generally, the RMA is committed to a process of continuous development and securing Best Value. We continue to develop our systems, taking account of available best practice information in this area. We will ensure effective monitoring and review arrangements for our systems to ensure continuous development and Best Value for the future.

Review of effectiveness

As Accountable Officer, I also have responsibility for reviewing the effectiveness of the system of internal control. My review is informed by:

- the senior managers within the RMA who have responsibility for the development and maintenance of the internal control framework;
- the work of the internal auditors, who submit to me and the Audit Committee reports which include the Head of Internal Audit's independent and objective opinion on the adequacy and effectiveness of the

RMA's systems of internal control together with recommendations for improvement;

- comments made by external auditors in their management letters and other reports;
- a risk register for the Authority.

The internal control of the RMA is reviewed on an ongoing basis through 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 and these are monitored by the Audit Committee.

Certificates of Assurance are provided by the Director of Business Performance and Head of Internal Audit to support my review of the system of internal control.

This is supplemented by the review performed by external audit whose findings will be reported to the Chief Executive, the Audit Committee and the Board for corrective action as appropriate.

Appropriate action is in place to address any weaknesses identified and to ensure the continuous improvement of the system.

YVONNE GAILEY
Accountable Officer
10 September 2009

Independent Auditors' Report

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

We have audited the financial statements of the Risk Management Authority for the year ended 31 March 2009 under the Criminal Justice (Scotland) Act 2003. These comprise the Operating Cost Statement, the Balance Sheet, the Cash Flow Statement, and the related notes. These financial statements have been prepared under the accounting policies set out within them. We have also audited the information in the Remuneration Report that is described in that report as having been audited.

This report is made solely to the Risk Management Authority and to the Auditor General for Scotland in accordance with sections 21 and 22 of the Public Finance and Accountability (Scotland) Act 2000. Our audit work has been undertaken so that we might state to those two parties those matters we are required to state to them in an auditor's report and for no other purpose. In accordance with the Code of Audit Practice approved by the Auditor General for Scotland, this report is also made to the Scottish Parliament, as a body. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Risk Management Authority and the Auditor General for Scotland, for this report, or the opinions we have formed.

Respective responsibilities of the Authority, Accountable Officer and auditors

The Authority and Accountable Officer are responsible for preparing the Annual Report, which includes the Remuneration Report, and the financial statements in accordance with the Criminal Justice (Scotland) Act 2003 and directions made thereunder by the Scottish Ministers. The Accountable Officer is also responsible for ensuring the regularity of expenditure and receipts. These responsibilities are set out in the Statement of Accountable Officer's Responsibilities.

Our responsibility is to audit the financial statements and the part of the Remuneration Report to be audited in accordance with relevant legal and regulatory requirements and with International Standards on Auditing (UK and Ireland) as required by the Code of Audit Practice approved by the Auditor General for Scotland.

We report to you our opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Criminal Justice (Scotland) Act 2003 and directions made thereunder by the Scottish Ministers. We report to you whether, in our opinion, the information which comprises the Convener's statement, introduction, executive summary, chapters one to five and the management commentary included with the Annual Accounts, is consistent with the financial statements. We also report whether in all material respects the expenditure and receipts shown in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers.

In addition, we report to you if, in our opinion, the body has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by relevant authorities regarding remuneration and other transactions is not disclosed.

We review whether the Statement on Internal Control reflects the body's compliance with the Scottish Government's guidance, and we report if, in our opinion, it does not. We are not required to consider whether this statement covers all risks and controls, or form an opinion on the effectiveness of the body's corporate governance procedures or its risk and control procedures.

We read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. This other information comprises only the part of the remuneration report that is not audited. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

Basis of audit opinion

We conducted our audit in accordance with the Public Finance and Accountability (Scotland) Act 2000 and International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board as required by the Code of Audit Practice approved by the Auditor General for Scotland. An audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of expenditure and receipts included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgements made by the Authority and Accountable Officer in the preparation of the financial statements, and of whether the accounting policies are most appropriate to the body's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud

Independent auditors' report to the members of the Risk Management Authority, the Auditor General for Scotland and the Scottish Parliament (continued)

or error, and that in all material respects the expenditure and receipts shown in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

Opinions

Financial statements

In our opinion

- the financial statements give a true and fair view, in accordance with Criminal Justice (Scotland) Act 2003 and directions made thereunder by the Scottish Ministers, of the state of affairs of the Authority as at 31 March 2009 and of its net operating cost and cash flows for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Criminal Justice (Scotland) Act 2003 and directions made thereunder by the Scottish Ministers; and
- information which comprises the management commentary included with the Annual Report is consistent with the financial statements.

Regularity

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



KPMG LLP
Chartered Accountants
Registered Auditor
18 September 2009

191 West George Street
Glasgow
G2 2LJ

Operating Cost Statement

OPERATING COST STATEMENT for the year ended 31 March 2009

	Notes	2008-09 £'000	2007-08 £'000
Expenditure			
Staff Costs	2	571	620
Other Operating Costs	3	656	776
Notional Costs	4	(4)	(4)
Net operating cost		<u>1,223</u>	<u>1,392</u>

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

There were no other gains and losses for the year other than those shown above.

Balance Sheet

As at 31 March 2009

	Notes	2008-09 £'000	2007-08 £'000
Fixed Assets			
Tangible Fixed Assets	5	100	135
Current Assets			
Debtors	6	20	4
Cash and Bank	7	429	310
		<u>449</u>	<u>314</u>
Creditors: Amounts falling due within one year			
Creditors	8	(263)	(219)
Net current assets/(liabilities)		<u>186</u>	<u>95</u>
Total assets less current liabilities		<u>286</u>	<u>230</u>
Financed By:			
General Fund	9	220	133
Deferred Government Grant	9	66	97
		<u>286</u>	<u>230</u>

Signed on behalf of the Authority

YVONNE GAILEY
Accountable Office
10 September 2009

Cash Flow Statement

As at 31 March 2009

	Notes	2008-09 £'000	2007-08 £'000
CASH FLOW STATEMENT			
Net cash inflow/(outflow) from operating activities		129	(206)
Capital Expenditure			
Payments to acquire tangible fixed assets	5	(10)	(98)
Financing			
Capital grant received		-	97
Increase/(Decrease) in cash		<u>119</u>	<u>(207)</u>
Reconciliation of net operating cost to net cash inflow from operating activities			
Net operating cost		(1,223)	(1,392)
Grant in Aid received		1,314	1,177
Notional costs	4	(4)	(4)
Depreciation	5	45	15
Release of Government Capital Grant	9	(31)	-
Increase in Debtors	6	(16)	(3)
Increase in Creditors	8	44	1
Net cash inflow/(outflow) from operating activities		<u>129</u>	<u>(206)</u>

Notes to the Accounts

For the year ended 31 March 2009

1. Accounting policies

(a) Accounting Convention

The accounts are prepared under the historical cost convention.

The Accounts meet the requirements of the Government Financial Reporting Manual and applicable accounting standards.

(b) Depreciation

The threshold for capitalisation of Fixed Assets is £1,000. Fixed Assets are depreciated at rates calculated to write them down to estimated residual value on a straight line basis over their estimated useful lives as follows:

Leasehold Improvements	over 10yrs
Equipment	over 5yrs
Information Technology	over 3yrs
Software	over 3 yrs

(c) Government Grants

Most of the expenditure of the RMA 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 fixed 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.

(d) Operating Leases

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

2. Staff Costs

Authority Members	2008-09 £'000	2007-08 £'000
Salary	45	43
Social Security Costs	1	1
Total	46	44
Administrative staff	2008-09 £'000	2007-08 £'000
Wages and salaries	394	432
Social Security costs	31	31
Pension costs	80	81
Agency staff	20	14
Inward Secondment from Strathclyde Police	-	18
Total administrative Staff	525	576
Total Staff Costs	571	620
Average number of employees during the year:	No.	No.
Authority Members	8	6
Staff	13	12

Notes to the Accounts

3. Other Operating Costs

	2008-09 £'000	2007-08 £'000
Accommodation	67	57
Office equipment and furniture	9	5
Research and consultancy	52	181
IT Support	25	23
Training	27	24
Legal Fees & Expenses	50	45
Supplies & Services (elec,gas,repairs,cleaning)	14	11
Stationery	4	3
Advertising	36	23
Catering and Hospitality	6	4
Expenses and Travel	26	23
Other Office Costs	67	64
Internal Audit Fee	7	9
External Audit Fee	4	8
Practitioner training	248	281
Depreciation	45	15
Release of Government Capital Grant	(31)	-
Total	<u>656</u>	<u>776</u>

4. Notional Costs

In compliance with the Financial Reporting Manual the accounts reflect the notional cost of capital charge. (OPG balances are exempt from capital charges.)

	2008-09 £'000	2007-08 £'000
Cost of Capital Charge at 3.5%	(4)	(4)

5. Fixed Assets

	Leasehold Improvements £'000	Office Equipment £'000	IT Systems £'000	Software £'000	Total £'000
Cost					
Balance at 1 April 2008	38	29	16	97	180
Additions	-	1	-	9	10
Disposals	-	-	(6)	-	(6)
Balance at 31 March 2009	<u>38</u>	<u>30</u>	<u>10</u>	<u>106</u>	<u>184</u>
Depreciation					
Balance at 1 April 2008	12	18	15	-	45
Charge for year	4	5	1	35	45
Disposals	-	-	(6)	-	(6)
Balance at 31 March 2009	<u>16</u>	<u>23</u>	<u>10</u>	<u>35</u>	<u>84</u>
NBV at 31 March 2009	<u>22</u>	<u>7</u>	<u>-</u>	<u>71</u>	<u>100</u>
NBV at 31 March 2008	<u>26</u>	<u>11</u>	<u>1</u>	<u>97</u>	<u>135</u>

Notes to the Accounts

6. Debtors

	2008-09 £'000	2007-08 £'000
Other debtors	<u>20</u>	<u>4</u>

7. Cash and Bank

	2008-09 £'000	2007-08 £'000
Balance at 1 April	310	517
Movement	<u>119</u>	<u>(207)</u>
Balance at 31 March	<u><u>429</u></u>	<u><u>310</u></u>

The following balances at 31 March are held at:

Office of HM Paymaster General	428	310
Commercial banks	<u>1</u>	<u>-</u>
	<u><u>429</u></u>	<u><u>310</u></u>

Balances held at the Office of HM Paymaster General are within the government's financing arrangements and are not interest bearing.

8. Creditors/Accruals falling due within one year

	2008-09 £'000	2007-08 £'000
Other Creditors	52	35
Accruals	<u>211</u>	<u>184</u>
Total	<u><u>263</u></u>	<u><u>219</u></u>

9. Reconciliation of Movements on Government Funds

	2008-09 £'000	2007-08 £'000
Balance at 1 April as previously reported	133	352
Net operating costs	(1,223)	(1,392)
Grant in Aid received	1,314	1,177
Notional Costs	<u>(4)</u>	<u>(4)</u>
Balance at 31 March	<u><u>220</u></u>	<u><u>133</u></u>
Deferred Government Grant		
Balance at 1 April	97	-
Funding	-	97
Released through operating cost statement	<u>(31)</u>	<u>-</u>
Balance at 31 March	<u><u>66</u></u>	<u><u>97</u></u>

Notes to the Accounts

10. 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.

11. Capital Commitments and Contingent Liabilities

The operating lease contains provision to return the premises occupied by the Authority to the same condition as when the lease was entered upon expiry of the lease. The costs for completing this dilapidation are not yet known and so no provision for these costs have been made in these financial statements.

12. Commitments under Operating Leases

	31 March 2009 £'000	31 March 2008 £'000
Expiring between 2 and 5 years	38	38

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



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 cursive script, appearing to read 'Jane Richardson'.

A member of the staff of the Scottish Ministers

Dated 10 February 2006

Glossary

ACPOS Association of Chief Police Officers in Scotland

ADSW Association of Directors of Social Work

Best Value Provides a common framework for continuous improvement in public services in Scotland

CETV Cash Equivalent Transfer Value

CJA Community Justice Authority

CJSW Criminal Justice Social Work

Criminal justice system – A general term referring to the various authorities involved in the investigation of crime and the legal proceedings and punishments that follow.

CS Civil Service

Dangerous offender A person who is likely to cause members of the public serious harm.

FoI Freedom of Information

FRAME Framework for Risk Assessment and Management Effectiveness

FRem Government's Financial Reporting Manual

HCR 20 Historical Clinical Risk – 20 (risk assessment tool)

High risk offender An offender posing a significant risk of causing personal harm to members of the public.

IPDE International Personality Disorder Examination (risk assessment tool)

ISIS Scottish Executive Information Systems and Information Services Division

LS/CMI Level of Service Case Management Inventory

LSI-R Level of Service Inventory

MAPPA Multi-Agency Public Protection Arrangements

NABOM National Advisory Body on Offender Management

NOMS National Offender Management Service

NOTA National Organisation for the Treatment of Abusers

OLR Order for Lifelong Restriction – a sentence introduced in June 2006 (in Scotland) that provides for the lifelong supervision of high risk violent and sexual offenders and will allow for a greater degree of intensive supervision than is the current norm.

PCL-R Psychopathy Checklist – Revised (risk assessment tool)

Prince 2 Project management method

PRISM Promoting Risk Intervention by Situational Management Assessment Tool

RAO Risk Assessment Order. Order which will be made by the court, where an offender convicted on indictment may present a substantial and continuing risk to public safety.

RAR Risk Assessment Report - will be prepared by an RMA accredited risk assessor to inform the High Court's judgement on whether an Order for Lifelong Restriction should be imposed.

RATED Risk Assessment Tools Evaluation Directory

Risk of serious harm is interpreted as death or damage which is life threatening and /or traumatic and from which recovery is usually difficult or incomplete.

RM2000 Risk Matrix 2000 (risk assessment tool)

RMA Risk Management Authority

RMP Risk Management Plan – is made as a result of an Order for Lifelong Restriction being imposed on an offender. The RMP sets out an assessment of risk and the measures to be taken for the minimisation of risk and how such measures are to be co-ordinated.

RSO Registered Sex Offender

RSVP Risk of Sexual Violence Protocol (risk assessment tool)

SA07 Stable 2007 and Acute 2007 (risk assessment tools for sex offenders)

SAM Risk Assessment and Management of Stalkers (risk assessment tool)

SARA Spousal Assault Risk Assessment Guide (risk assessment tool)

SARN Structured Assessment of Risk and Needs (risk assessment tool)

SAVRY Structured Assessment of Violence Risk in Youth (risk assessment tool)

SG Scottish Government

SORAM Sex Offender Risk Assessment and Management Group

SPFM Scottish Public Finance Manual

ViSOR Violent and Sex Offender Register



Risk Management Authority
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