

Annual Report & Accounts

2013 – 2014

Working towards a safer Scotland

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Introduction



RMA

Risk Management Authority

Convener's Foreword



I am delighted to introduce the Risk Management Authority's (RMA) Annual Report and Accounts for 2013-14.

The year past saw the beginning of a new chapter for the RMA, marking the first element of our Corporate Plan for 2013-16. I am pleased to report that the change from one strategic plan to another took place seamlessly; with activities begun in earnest and meaningful contributions made against the strategic aims outlined in that document.

As a NDPB¹ we are clear in our role and function: the Criminal Justice (Scotland) Act 2003 established the RMA to ensure the effective assessment and management of risk; specifically the policy intended that our primary focus be on those individuals who require special measures due to the risk of serious harm that they pose to the public. The policy also envisaged that over time our efforts would develop risk practice across the criminal justice field. The activities outlined in this report provide evidence of the realisation of that intent, with achievements that contribute meaningfully to the wider work of our colleagues and stakeholders.

This document records the achievements made against our business plan objectives. Highlights include the publication of revised standards and guidelines for risk management, which constituted a comprehensive update of the existing standards and marked a further step towards the implementation of a shared framework for assessing and managing risk in Scotland; the delivery of the online version of the Risk Assessment Tools Evaluation Directory; and the publication of evaluation reports for each local authority to support the implementation of the LS/CMI² across the country.

A key element of our work concerns our governance of processes associated with the

assessment and management of risk of harm posed by offenders considered for, or subject to, an Order for Lifelong Restriction (OLR). During 2013-14 the RMA maintained an optimal cohort of seventeen accredited assessors; these being highly skilled individuals, accredited by the RMA and appointed by the High Court on a case by case basis to prepare risk assessment reports. We also approved thirty four risk management plans prepared by lead authorities for individuals subject to an OLR and reviewed the annual implementation of seventy five such plans. This represents a significant increase in work load over last year. The statutory timescales in place for each element of these functions were met in all cases.

I wish to extend my sincere thanks and best wishes to Professor McManus and Mr Jim Green whose terms with the RMA Board came to an end this year. Both played influential roles in developing the strategic direction of the RMA and provided meaningful contributions to our Committees, as well as demonstrating great character and enthusiasm. For this I am very grateful. It is also my pleasure to welcome three suitably experienced and skilled additions to the RMA Board. Mr Chris Hawkes, Mr Stephen Swan and Ms Elizabeth Carmichael bring with them a vast range of knowledge in the assessment, management and rehabilitation of offenders and I am sure they will all prove their great worth to the Board throughout their tenures.

Since the establishment of the RMA in 2005, our development and achievements to date have demonstrated both integrity in our adherence to the initial policy intent, and evolution. I am firm in my belief that this report articulates a continuation of that on-going aim and a sound and accurate account of our activities for the past twelve months.

Peter W Johnston
Convener

Who we are and what we do

The RMA was established in 2005 under the Criminal Justice (Scotland) Act 2003, for the purpose of ensuring the effective assessment and minimisation of risk.

Our functions include the communication of best practice, drawing evidence from national and international research and development programmes to improve risk assessment and risk management approaches in Scotland.

The Act also outlines our specific responsibility to administer and oversee the standard setting, accreditation and approval processes that support the Order for Lifelong Restriction (OLR). This sentence pertains to individuals who pose the highest levels of risk, defined as being convicted persons who demonstrate that if at liberty would seriously endanger the lives, or physical or psychological well-being of members of the public at large. Where an Order for Lifelong Restriction sentence has been imposed, it constitutes imprisonment or detention for an indeterminate period, and supervision in the community on release.

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

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

**THE RMA'S
PURPOSE IS TO MAKE
SCOTLAND SAFER BY
SETTING THE STANDARD
FOR RISK PRACTICE TO
REDUCE REOFFENDING
AND THE HARM THAT
IT CAUSES.**

"Since the establishment of the RMA in 2005, our development and achievements to date have demonstrated both integrity in our adherence to the initial policy intent, and evolution."

Peter W. Johnston



RMA Statutory Functions

1. Policy and Research³

In relation to the assessment and minimisation of risk, the Risk Management Authority is to:

- 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;
- iv. Give such advice and make such recommendations to the Scottish Ministers as it considers appropriate.

In carrying out the above functions, the Authority may:

- i. Carry out, commission or coordinate research and publish the results of such research;
- ii. Undertake pilot schemes for the purposes of developing and improving methods.

2. Guidelines and Standards⁴

The Risk Management Authority is to:

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

3. Risk Management Plans⁵

The Risk Management Authority is to:

- i. Publish the form of Risk Management Plans;
- ii. Consider for approval Risk Management Plans;
- iii. Review annual reports on the implementation of Risk Management Plans;
- iv. May issue guidance as to the preparation, implementation or review of any Risk Management Plan.

4. Accreditation, Education and Training⁶

The Risk Management Authority is to:

- i. Administer any scheme of accreditation in relation to a manner of assessing and minimising risk;
- ii. Administer any scheme of accreditation in relation to a person having functions as to the assessment and minimisation of risk;
- iii. May provide or secure the provision of education and training in relation to the assessment and minimisation of risk for any persons having functions in that regard.

5. Supplementary Functions⁷

The Risk Management Authority, in connection with the exercise of its functions, may:

- i. Acquire and dispose of land;
- ii. Enter into contracts;
- iii. Charge for goods and services;
- iv. Invest and borrow money.

³ Part 1 section 4 of the Criminal Justice (Scotland) Act 2003

⁴ Part 1 section 5 of the Criminal Justice (Scotland) Act 2003

⁵ Part 1 section 6-9 of the Criminal Justice (Scotland) Act 2003

⁶ Part 1 section 4 & 11 of the Criminal Justice (Scotland) Act 2003
Risk Assessment and Minimisation (Accreditation) Scheme
(Scotland Order 2006)

⁷ Part 1 section 12 & 13 of the Criminal Justice (Scotland) Act 2003

Annual Report

Management Commentary



As Chief Executive and Accountable Officer of the RMA

I am delighted to introduce this report, which details our activities over the past twelve months, the first year of our new corporate plan. As always our work has been shaped by the strategic targets we set, all geared towards our purpose to promote best practice in risk assessment and risk management.

I hope you will enjoy reading of the developments we have made this year.

As reported last year, working within a significantly reduced budget continues to present many challenges. Through careful stewardship, and management of our resources and priorities, I can report that our efficiency targets for this year were met. However, I am aware that in the coming year there will be considerable work undertaken to review, refine and prioritise in order to enable us to meet all of our statutory functions. Due to the nature of the OLR, our workload naturally and quite properly increases year on year; however, our budget has decreased steadily since 2009; and over the same years, we have increased the resource allocation to this area of work within the decreasing budget. We are in the midst of a plan to further review our working practices in relation to the OLR, to ensure that they remain appropriately robust but become as efficient, effective and sustainable as possible. We are strongly committed to the development work delivered to advance Strategic Aim 1, as our record over this and many years demonstrates. We will do all that we can to maintain this but know that it will involve difficult decisions and further prioritisation.

However, against that challenging backdrop, I would like to take this opportunity to highlight what I consider to be some of the key themes of our work this year.

On pages 11 and 12 you will read of the

work that has been undertaken to advance a shared framework of effective and ethical risk assessment and risk management practice. I want to highlight the continuing efforts to advance quality assurance and implementation integrity in practice. We have been vocal in promoting these approaches as they are known to make the difference between the success and failure of initiatives. This year we worked with colleagues from ADSW and the Care Inspectorate to facilitate a supported self-evaluation exercise with the local authorities on the implementation of the LSCMI. In addition to identifying areas for improvement, and examples of good practice, this was a truly collaborative initiative. Our involvement in quality assurance and implementation integrity has been further increased by a request from Scottish Government that we provide those services to the community implementation of a newly accredited treatment programme, Moving Forward, Making Changes. Through research projects, quality assurance mechanisms, and clinical support, we will be providing formative feedback and guidance on the development, training and delivery of the programme.

Page 13 describes some of developments in our work to assure the quality of practice in the risk assessment and management of offenders subject to an Order for Lifelong Restriction (OLR). I want to highlight here the prevailing theme of continuous improvement in this area of work. As we work to accredit assessors, evaluate risk management plans, providing guidance and feedback on others' practice, it is essential that we continually review and improve our own practices and processes to ensure that they are defensible and able to withstand scrutiny. In addition to providing detailed, consistent and conscientious evaluations, our team of case workers engage with practitioners in the field, and generate ideas for improvement. Both aspects of this work provide us with valuable material to take forward this year in our plan to further review and refine our approaches.

On pages 14 and 15 you will read of the work that has been undertaken on governance, communications, policies and procedures to ensure our decisions are defensible and our processes are administered with integrity. All of this work has been achieved against the backdrop of securing and moving to new accommodation. We had no option but to leave the familiar but rather tired premises at St James House, for bright, spacious offices in Paisley's historic Anchor Mill. While we still have some adaptations to do to make it feel like home, we now have excellent premises for meetings and seminars and look forward to welcoming many to them.

But, I have to recognise the tremendous work done to successfully bring about this move. It was an enormous project to arrange lease agreements, health and safety checks, installation of utilities, furnishings among many other matters, and ensure business continuity. But this was more than ably managed by Paul Keoghan and his team.

In addition to publishing the standards and guidelines for risk management this year, the RMA had a new opportunity to influence international policy and practice. I was privileged to be invited by the Council of Europe to be a consultant to the drafting of a set of recommendations on the management of serious violent and sexual offenders. On 19th February 'Recommendations concerning Dangerous Offenders' was adopted by the European Committee on Crime Problems.

To conclude, I hope this report provides insight into the work we have undertaken over the past year and demonstrates our commitment to setting the standard for risk practice. I am pleased that we have recorded meaningful achievements and progress in 2013-14 and that in many instances these actions provide a sound platform for our future work in the forthcoming years.

Yvonne Gailey

Chief Executive and Accountable Officer
Risk Management Authority

1 July 2014



"This report provides insight into the work we have undertaken over the past year and demonstrates our commitment to setting the standard for risk practice."

Yvonne Gailey



**WORKING
TOWARDS
A SAFER
SCOTLAND**

Performance against RMA Business Plan Objectives

The RMA Business Plan 2013-14 was developed to support the delivery of our strategic aims. These strategic aims were developed in alignment with Scottish Government National Outcomes and the Justice Strategy for Scotland, to ensure that RMA activity directly supports national policy initiatives and ultimately contribute to the national objective of making Scotland safer and stronger.

The objectives contained in our business plan were structured across three strategies: Strategic Aim 1 concerns risk assessment and management practices; Aim 2 concerns the processes that support the order for lifelong restriction sentence; and Aim 3 relates to our internal processes and governance arrangements.

This section of the annual report describes each of these strategic aims in turn and notes our performance against business plan objectives.

Strategic Aim 1

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

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

Our Approach to achieving **Strategic Aim 1** involves three elements: Inform policy decisions relating to risk assessment and

management with learning from national and international research and practice; Promote the implementation of evidence based practices through the development of learning, quality assurance and evaluation resources; and Develop and publish standards and guidelines.

Notable activity in 2013-14 supporting **Strategic Aim 1** included:

- Publication of revised Standards & Guidelines for Risk Management
- Contribution made to MAPPA⁸ guidance, document set and multi agency risk management plan format
- Commenced the development of revised Standards & Guidelines for Risk Assessment, with a view to publication in 2014-15
- Introduced an online version of the Risk Assessment Tools Evaluation Directory (RATED)
- Contributed to the development of the self-evaluation model for the LS/CMI
- Produced LS/CMI Learning Evaluation reports and In Practice reports for each local authority area
- Finalised the learning and training materials for the EEPICS⁹ programme
- Resources and learning materials developed for a risk practice course for criminal justice social workers to provide a grounding in the fundamentals of risk assessment
- Developed a Practice process for Police Scotland.

DEVELOPMENT
OF THE RATED
WEBSITE

PUBLISHED REVISED
STANDARDS AND
GUIDELINES

KEY
FACTS

⁸ Multi Agency Public Protection Arrangements
⁹ Enhancing Effective Practice In Community Supervision

FOCUS ON

RISK ASSESSMENT TOOLS EVALUATION DIRECTORY (RATED)

Since 2007 the RMA have produced the RATED, which provides an audit of common assessment tools used by risk assessors who perform risk assessments on behalf of statutory bodies or for the purposes of ongoing risk management. The RATED provides relevant background information on each instrument and highlights the strengths and limitations that an assessor should take into account when applying a tool as part of a holistic risk assessment process. August 2013 marked the first online version of RATED, introducing significant improvements made over the previous hard copy both in terms of content and presentation. Changes included the rearrangement of directory entries to better describe the status of each tool; a new section on diagnostic / personality assessment tools; a new section dedicated to tools for the assessment of 'treatment readiness' and 'responsivity'; and amendments to the evaluation criteria.

Through choosing to deliver the RATED through a dedicated website, the RMA sought to provide a user friendly, readily accessible and most importantly up to date resource for practitioners. At present, the RATED contains an audit of 61 risk assessment tools, and work will continue to enhance this valuable resource and to explore the possibilities that the new platform provides.

The RATED is available to access free at <http://rated.rmascotland.gov.uk>

THE LS/CMI

In Scotland, the Level of Service/ Case Management Inventory (LS/CMI) is a comprehensive general offending risk/ need assessment and case management planning method used to aid decisions on the level and focus of intervention with adults (aged 16+) who have been involved in offending.

The Scottish LS/CMI approach was developed in an effort to combine the robustness of the 'conceptual actuarial approach' (Hanson & Morton-Bourgon, 2007) and the track record of the LSI system (Campbell et al, 2008). This includes an evaluation of the nature, seriousness and pattern of offending and structures professional decision making. To this end, a number of additional components have been built-in to the process of administering the LS/CMI in Scotland to explore the nature, seriousness, pattern and likelihood of offending.

The process for administering the LS/CMI system follows a triage approach, which enables three levels of consideration of risk in terms of likelihood and impact.

Essentially a process of risk scanning, and proportionately greater levels of assessment and intervention are applied dependent on the features of the individual case. This approach promotes proportionality and evidence based practice - fundamentals of defensible, responsible and ethical practice.

During 2012-2013 the RMA worked in partnership with all 32 Criminal Justice Social Work Services in Scotland who agreed to provide data on their use of LS/CMI. As a result, the RMA provided an evaluation report to each local authority on their use of the LS/CMI risk assessment process.

This included information on levels of case prioritisation and supervision. A national comparison report will be published in 2014.

Strategic Aim 2

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

Strategic Aim 2 concerns the application of the OLR sentence in Scotland. An essential function of the RMA is the administration and oversight of the processes that support the OLR sentence. Through our efforts we want to continuously develop and enhance our processes and provide comprehensive support to stakeholders. One element of this support will be our work to produce updated standards, guidelines and guidance for risk assessment and risk management.

Our Approach to achieving Strategic Aim 2 has five elements, which are to administer the accreditation process and evaluate performance to ensure assessors have regard to our standards and guidelines and comply with the code of conduct; support and guide lead authorities in the preparation of risk management plans; ensure

risk management plans comply with legislation and have regard to our standards and guidelines; evaluate the implementation of approved risk management plans; and collate and analyse data on the application of the order for lifelong restriction to inform policy and practice.

Notable activity in 2013-14 supporting Strategic Aim 2 included:

- Implemented new quality assurance mechanisms for risk management plans
- Implemented new quality assurance mechanisms for annual implementation reports
- Supported the introduction of revised standards & guidelines for risk management, providing operational assistance to lead authorities
- Monitored guidance provided to lead authorities to support improvements to practice and inform the on-going development of Standards & Guidelines
- Migrated OLR records into new case management system.

FOCUS ON

STANDARDS AND GUIDELINES FOR RISK MANAGEMENT

In 2007 the RMA published Standards and Guidelines for the risk management of individuals who are subject to an order for lifelong restriction. The standards established a benchmark for practice and outlined the process for preparing, implementing and reviewing a risk management plan to which all OLR offenders must be subject. To reflect changes in practice and the wider policy content, a revised version of the standards was published in September 2013. The revised standards were informed by a review of current research literature and developed in consultation with a range of stakeholders to ensure the guidance took account of current practice processes.

The standards are consistent with FRAME, which is the national policy and practice framework for risk practice within criminal justice, outlining standards that place a strong emphasis on a collaborative, consistent approach. Work was also undertaken to incorporate the risk management plan template into MAPPA guidance to ensure consistency across the country.

The Standards and Guidelines are available to download from the RMA website at www.rmascotland.gov.uk

Strategic Aim 3

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

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

Our Approach to achieving Strategic Aim 3 involves four elements: Continually improve decision making processes to ensure good governance, transparency and fairness; Manage resources effectively and promote a learning culture in all that we do; Develop our communication systems to enhance dissemination of our work and collaboration with stakeholders; and Continually develop and enhance our performance management systems.

Notable activity in 2013-14 supporting Strategic Aim 3 included:

- Implemented new lease arrangements for RMA premises
- Revised the Scheme of Delegation and Committee Terms of Reference, to enhance consistency in our decision making
- Introduced a governance handbook for Board members
- Implemented a new complaints handling procedure
- Conducted an equal pay audit of the staff pay system
- Implemented a comprehensive new staff appraisal system
- Investigated potential arrangements (and HR implications) of providing opportunities for young people
- Developed a Communications Strategy to support the achievement of our corporate strategies
- Conducted a stakeholder mapping exercise
- Introduced stakeholder surveys to facilitate improvements to our service delivery

KEY FACTS

RELOCATION
TO NEW
PREMISES

BOARD GOVERNANCE
PROCEDURES
REVIEWED

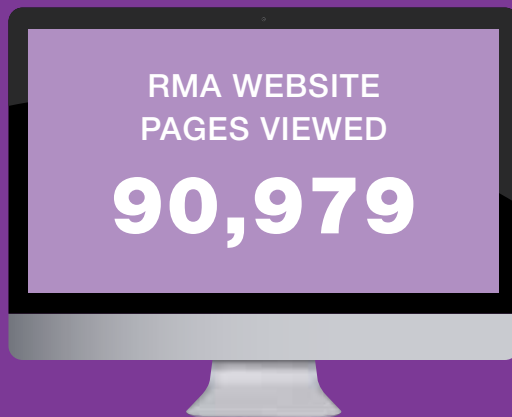
FOCUS ON

RMA WEBSITE

Communications and how we interact with others was one of the common threads throughout our activities for 2013-14.

A key element of our plans was a revamp of the RMA's online content and investment made to introduce new interactive elements. As mentioned previously, a new dedicated website was introduced for the RATED and a significant amount of changes were made to the main RMA website. New page layouts, the introduction of video and audio content, interactive presentations, e-reader capability and more was implemented to support the introduction of new publications and our development of new learning resources for practitioners.

The early signs of this work are very promising - we recorded significant increases in visitor numbers to the website and are pleased to report that page views were up 89% on the previous year. There were also **7,925** unique visitors to the website, an increase of 17% on 2012-13. As expected the majority of visits came from the UK, however approximately 10% of visitors to the website were based overseas.



UNIQUE VISITORS
TO THE RMA
WEBSITE

7,925

UK

90%

WORLD

10%



Key Performance Indicators

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

To this end the RMA identified 9 key performance indicators (KPIs) to help us measure and evaluate how successful we are at managing our resources and delivering services of a high standard.

“ Support has greatly improved in recent months. Staff at the RMA have been very helpful to us in dealing with queries and questions around LS/CMI in practice. ”

Source: Stakeholder Survey 2013-14

Key Performance Indicators 2013-14		Target	Result
1	Number of Accredited Assessors required to service High Court demand	15-20	17
2	Quality Assurance Tests on sample of Risk Assessment Reports	30%	55%
3	Risk Management Plans approved in accordance with statutory timeframes	100%	100%
4	Staff evaluation of Annual Implementation Reports	8 weeks	72% (completed within 8 weeks)
5	RMA led Improvements to Practice – Stakeholder Satisfaction Rating	70%	92%
6	RMA support provision to current practice – Stakeholder Satisfaction Rating	70%	100%
7	Staffing Levels	14	14
8	Staff Absenteeism Rate	3.50%	1.88%
9	Financial Expenditure	£970,000	£917,000

The above KPIs were agreed under the RMA Corporate Plan 2013-16. The Corporate Plan indicated a financial budget requirement of £1,312,000.

Stakeholder Survey Results

RMA support to current practice: Survey 1:

Stakeholders were asked for what purpose(s) they had contacted the RMA (ticking all that applied). The results were:

60% of all contact made with the RMA concerned support / advice regarding OLR cases

42% of all contact made with the RMA concerned support / advice regarding Standards & Guidelines

26% of all contact made with the RMA concerned support / advice regarding Risk Assessment Tools

8% of all contact made with the RMA concerned support / advice regarding FRAME¹⁰

18% of all contact made with the RMA concerned support / advice regarding the LS/CMI

8% of all contact made with the RMA concerned assessor accreditation

Some respondents ticked multiple options.

100% of responders were satisfied that:

- Their queries had been resolved
- Their queries were answered promptly
- That making contact with the RMA was straightforward and that our staff were courteous.

“ The report indicated areas that we were not addressing and these are in the process of being rectified. The assistance provided by RMA staff is appreciated by frontline social workers and team managers. ”

RMA-led Improvements to Practice: Survey 2:

The RMA surveyed stakeholders regarding our support to the implementation of the LS/CMI across Scotland:

80% of responders confirmed they had read the LS/CMI 'In Practice' report produced by the RMA for their area

92% of those responders felt the report had been useful or very useful

100% of responders who had sought support from the RMA as a result of the report felt that the help and advice received was of value or great value

69% of responders felt that the 'In Practice' reports had led to changes and improvements in the use of the LS/CMI in their area

“ I have found all members of the RMA to be courteous and supportive of me in my role as an OLR case manager. The expertise provided within this support has been invaluable and is an excellent example of true partnership working. ”

“ The report was one of the source documents we used for the LS/CMI self-evaluation exercise and therefore influenced our SEQ, peer review and action plan. ”

The Order for Lifelong Restriction

Accreditation and Risk Management Plan approval processes 2013-14

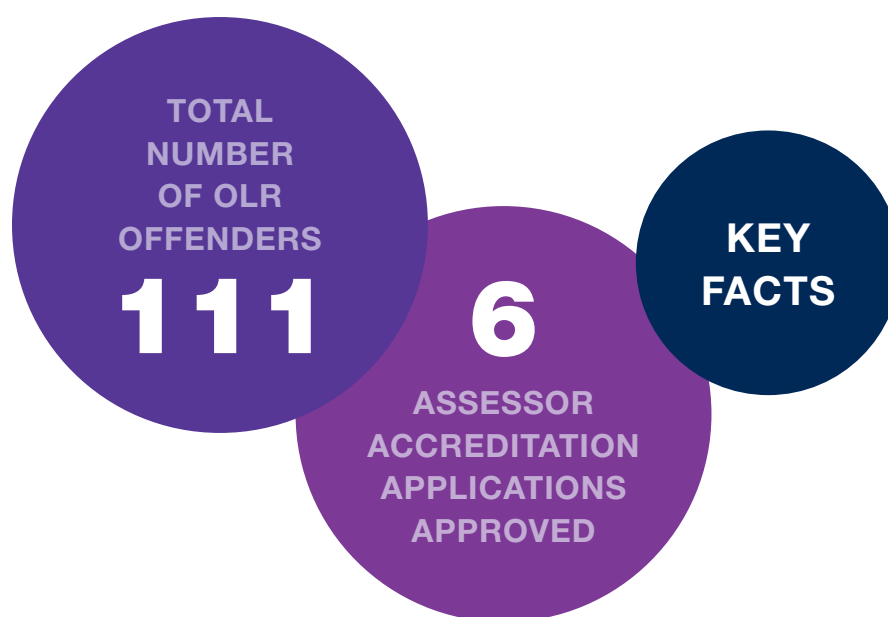
The Order for Lifelong Restriction (OLR) became available to the High Court in 2006. This sentence provides for the lifelong management of high-risk violent and sexual offenders.

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

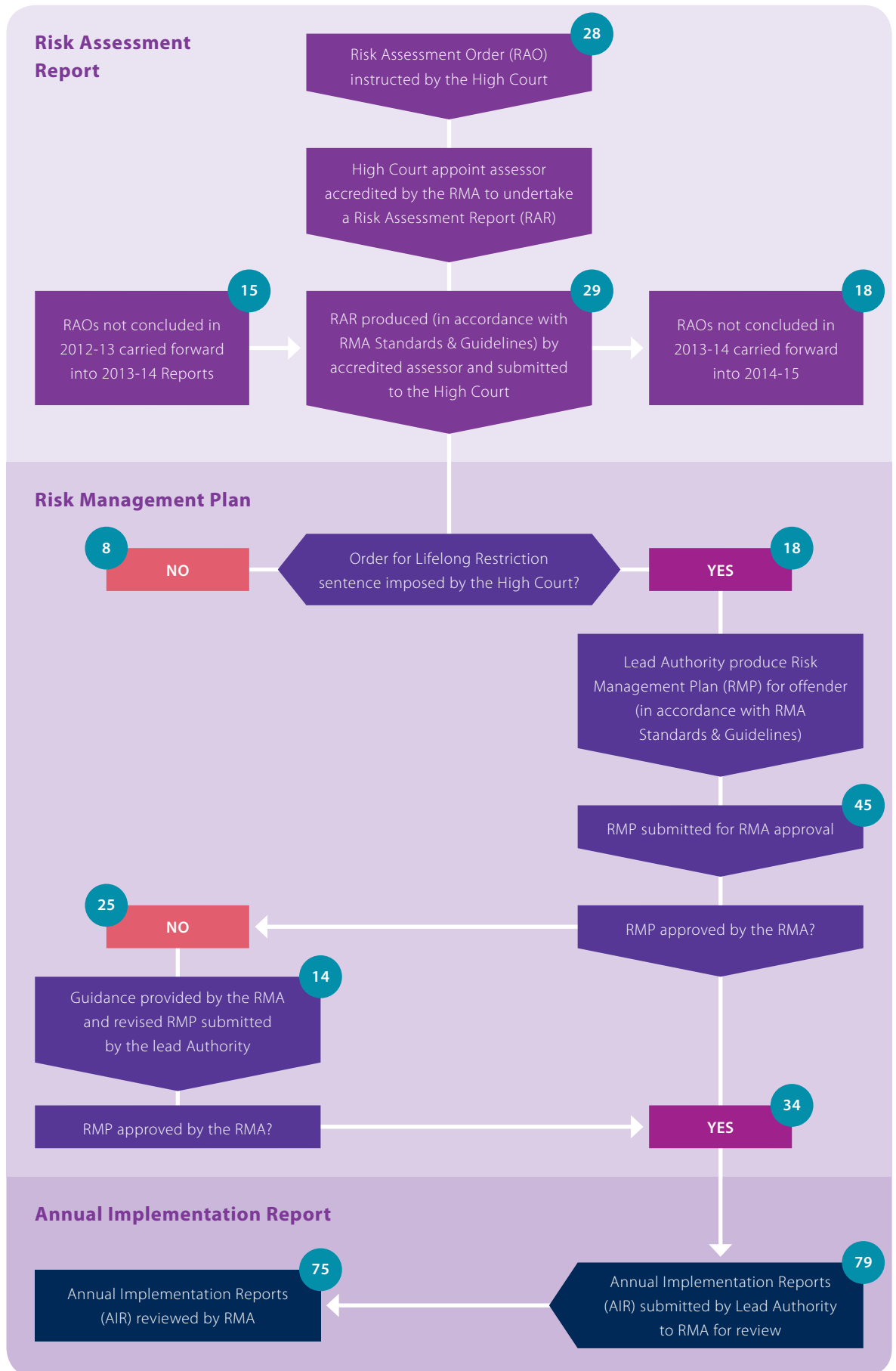
The chart overleaf illustrates the key elements of the OLR process: Risk Assessment Report, Risk Management Plan and Annual Implementation Report. The figures highlighted for each component of the process indicate the level of recorded activity for 2013-14.

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

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



OLR Process Flowchart



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

assessors are not employed by the RMA: they are commissioned directly by the High Court.

The RMA Accreditation Committee processed 6 renewal applications for accreditation during 2013-14. All 6 applications were approved, therefore the cohort of assessors accredited to undertake Risk Assessment Reports on behalf of the High Court remains unchanged at 17.

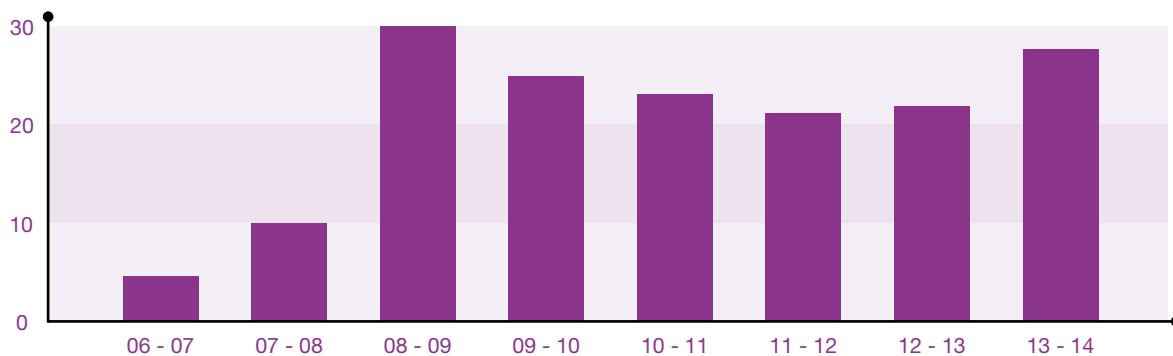


Fig 1. Number of Risk Assessment Orders issued by the court each year

**KEY
FACTS**

18

ORDERS FOR
LIFELONG
RESTRICTION
IMPOSED BY THE
HIGH COURT

28

RISK ASSESSMENT ORDERS
(RAOS) INSTRUCTED
BY THE HIGH COURT

29

RISK ASSESSMENT
REPORTS (RARS)
CONCLUDED

It should be noted that RAOs instructed near the end March are carried forward, to be concluded in the subsequent financial year (once an RAO has been instructed, the Accredited Assessor has 90 days to complete the Risk Assessment Report, although this can be extended).

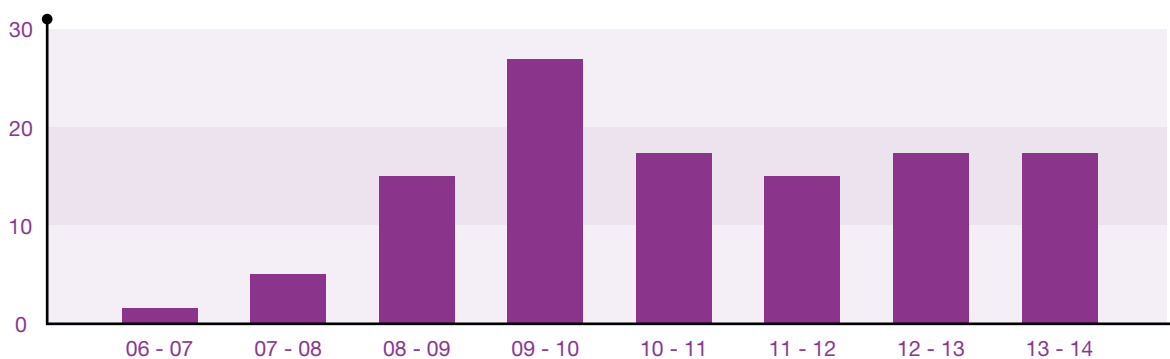


Fig 2. Number of offenders sentenced to an Order for Lifelong Restriction each year

When the Order for Lifelong Restriction (OLR) legislation was introduced, it was estimated that by largely replacing the discretionary life sentence, approximately 15 OLRs would be imposed each year. The highest number of OLR sentences passed in one year was 27 in 2009-10, which was significantly higher than the initial estimate. The figures recorded since then have been more consistent and in line with the initial estimate, ranging between 15 and 18 in each year.

Since the inception of the legislation to 31 March 2014, the 153 Risk Assessment Reports considered by the High Court have resulted in a total of 118 offenders being sentenced to an OLR.

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

Three specific categories are mentioned:

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

A list of the index offences of those offenders sentenced to an OLR is provided in Appendix A.

A review of those index offences shows that:

- Almost 10% of cases had an index offence of attempted murder (10 violent, 2 sexual elements).
- 26.1% of cases had an index offence of assault; 10 (34%) of which were for assault and robbery.
- 25.2% of all offences were for rape, with a further 10% for attempted rape or assault with intent to rape.
- This means that one third (35.2%) of all cases had an index offence that was related to rape.

As of 31/03/2014 there are 44 OLR Offenders who have an expired punishment part and a further 9 OLR offenders who have a punishment part that is due to expire during 2014-2015. A unique element of the OLR sentence is that detention can continue beyond an offender's expired punishment part. The Parole Board (sitting as a tribunal) is responsible for determining whether or not an OLR offender requires to continue to be confined for the protection of the public. The tribunal directs an individual's release, on licence, from custody only when it is satisfied that the risk is acceptable. On release an individual would continue to be subject to a Risk Management Plan and Annual Implementation Report. Should an individual breach conditions of their release or give cause for concern whilst on licence, they would be liable to be recalled to custody.

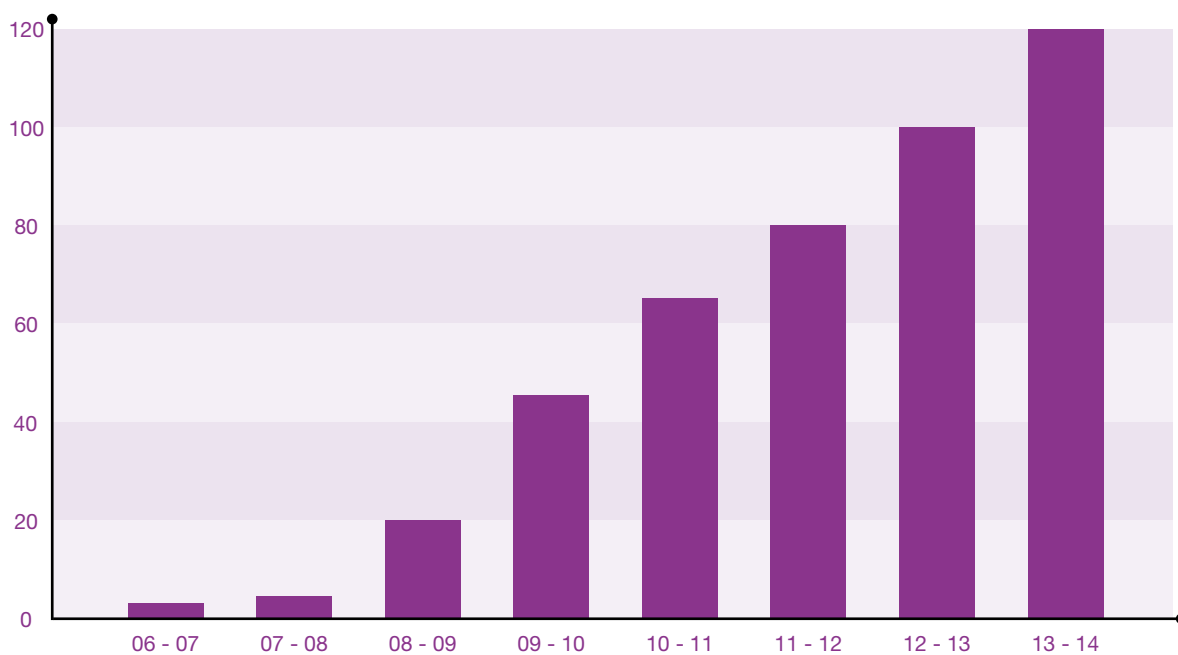


Fig 3. Cumulative number of offenders sentenced to an Order for Lifelong Restriction

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

Thereafter cases are reviewed annually with implementation reports submitted to the RMA. The purpose of the Risk Management Plan is to ensure that risk is properly managed on a multi-disciplinary basis. As such, agencies with statutory responsibilities for the offender such as the Scottish Prison Service, local authority social work services and health services providers, must collaborate in the preparation of the Risk Management Plan. The agency responsible for writing the Risk Management Plan and submitting it to the RMA is known as the lead authority - this lead authority will change depending on the position of the offender (e.g. whether in prison, hospital, or released on licence in the community). The Risk Management Plan must also 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.

The RMA facilitates this process through its Committee structure. The primary function of the Risk Management Plan Approval Committee is to approve Risk Management Plans submitted by Lead Authorities.

This Committee also has functions to:

- Receive annual reports on the implementation of approved Risk Management Plans;
- Oversee the Risk Management Plan process; and to
- Set and amend policy in the area of Risk Management Plans.

In this reporting year, 34 Risk Management Plans (RMP) were approved and a total of 75 Annual Implementation Reports (AIR) were reviewed by the RMA. This year saw 23 amended RMPs submitted to the Committee for approval, these

being cases where an approved RMP was already in place that required to be changed. The number of AIR's reviewed by the RMA will continue to rise year on year due to the cumulative number of offenders subject to an OLR.

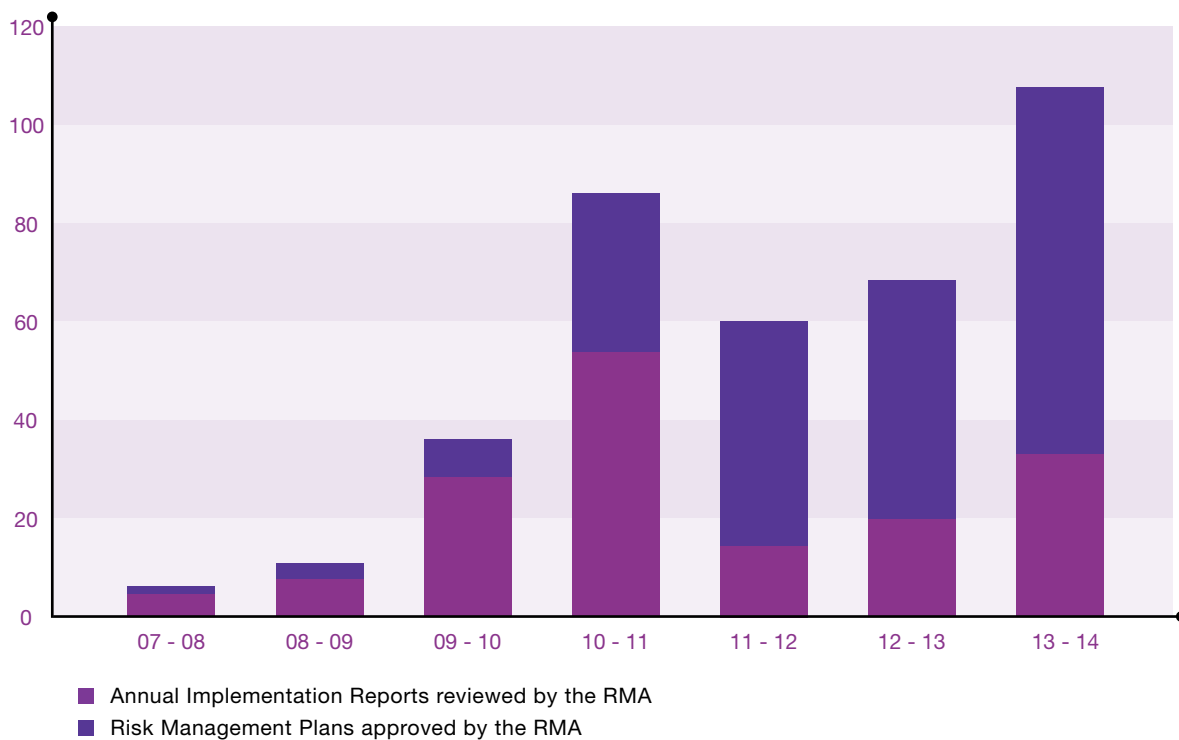


Fig 4. Risk Management Plan Approval Committee Case Review

KEY FACTS

75
ANNUAL IMPLEMENTATION REPORTS REVIEWED

34
RISK MANAGEMENT PLANS APPROVED
(of this figure 14 were approved after guidance from the RMA, resulting in revised plans being submitted for further consideration.)

Board and Senior Staff

The Board is responsible for setting the strategic direction of the RMA and, together with the RMA Chief Executive, ensures that Best Value is achieved through efficient and effective use of resources and personnel.

In order to do this, the Board established six Committees to ensure informed decision and policy making.

The Committees are:

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

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

Audit Committee – to support the Accountable Officer responsible for issues of risk, control and governance and associated assurance through a process of constructive challenge

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 and staff

Research & Training Committee – to provide the strategic direction for the RMA's research and training programme. The Scottish Government is represented on the Research and Training Committee through a nominee from the Effective Practice Unit (EPU) within the Justice Department.

Risk Management Plan Approval Committee – to take decisions and approve Risk Management Plans submitted by lead authorities

Appointments to the Board of the Risk Management Authority are made by the Scottish Ministers. There were five changes to the Board to report in this year. Firstly we wish to extend our gratitude to Prof. Jim McManus and Mr Jim Green whose appointments on the RMA Board ended on 31/08/2013 and 30/11/2013 respectively. Prof McManus was appointed in 2004 and played a significant role in the establishment of the RMA, while Mr Green was an influential and active Board member since 2008.

Both made valued contributions to the aims and objectives of the RMA during their tenures, and their input, knowledge and experience was greatly appreciated by the Convener, other Board members and staff.

We are also pleased to announce the appointments of Mr Chris Hawkes, Mr Stephen Swan and Ms Elizabeth Carmichael to the RMA Board.

Chris Hawkes was the chief officer for the Lothian & Borders Community Justice Authority, and has over 40 years of experience in a variety of jurisdictions specialising in the management of offenders.

Stephen Swan served for 20 years with the Scottish Prison Service. Roles include Governor of Penninghame, Cornton Vale, Greenock and Perth prisons, Deputy Director Prisons and latterly as Director, Human Resources. He brings over 30 years public service experience in criminal justice and law enforcement, and extensive experience of offender management policy and practice.

Elizabeth Carmichael was a civil servant in the Scottish Government/Scottish Executive with policy responsibility for criminal justice social work, drug and youth courts, setting up the Multi-Agency Public Protection Arrangements (MAPPA) and victims' matters. During this time, she was also responsible for implementing the recommendations from the Expert Panel on Sex Offending's report, "Reducing the Risk". In 2006 she was awarded the CBE. Since then, she has gained experience as a non-executive director on the Scottish Social Services Council, the Scottish Court Service Board and is currently deputy chair of SACRO.

These appointments will be for five years.

Chris Hawkes' appointment will run from 27 May 2013 to 26 May 2018, Stephen Swan's appointment will run from 1 September 2013 to 31 August 2018 and Elizabeth Carmichael's appointment will run from 1 December 2013 to 30 November 2018.

The RMA Board members are:

- Convener:** Mr Peter Johnston
- Board members:** Professor Hazel Kemshall
Dr Anne MacDonald
Dr Joanne Wood
Mr Emcee Chekwas
Mr Stephen Swan
Mr Chris Hawkes
Ms Elizabeth Carmichael

The Register of Members' interests is available on the RMA's website www.rmascotland.gov.uk or direct from the RMA via telephone on **0141 278 4478** or by e-mail at info@rmascotland.gsi.gov.uk.

Yvonne Gailey was appointed Chief Executive on 27th May 2009 and is the Accountable Officer for the RMA. Ms Gailey took up the Chief Executive post following three years as Director of Operations and Development within the RMA. This followed five years in training and consultancy, involved in introducing risk assessment tools and effective practice initiatives in Scotland's youth and criminal justice sectors. Ms Gailey has a social work background, working from 1979 to 2001 in Renfrewshire Council as a social work practitioner and criminal justice manager, and throughout her career has demonstrated a commitment to evidence-based practice.

Paul Keoghan joined the RMA on 26 January 2009 as Director of Business Performance. In supporting the governance arrangements of the RMA, Mr Keoghan oversees all of the Authority's corporate services including finance, policy, communications, IT, audit and administration and ensures the RMA adheres to the Best Value and financial procedures laid out by the Scottish Government.

BOARD MEMBER APPOINTMENTS & LEAVERS

APPOINTMENTS:

CHRIS HAWKES
27/05/2013

STEPHEN SWAN
01/09/2013

ELIZABETH CARMICHAEL
01/12/2013

LEAVERS:

JIM MCMANUS
31/08/2013

JIM GREEN
30/11/2013



The RMA Board

Staff Resource

The RMA has a small structure of fourteen permanent employees and places great emphasis on the continued development of those staff members to support the achievement of our corporate and business plan objectives.

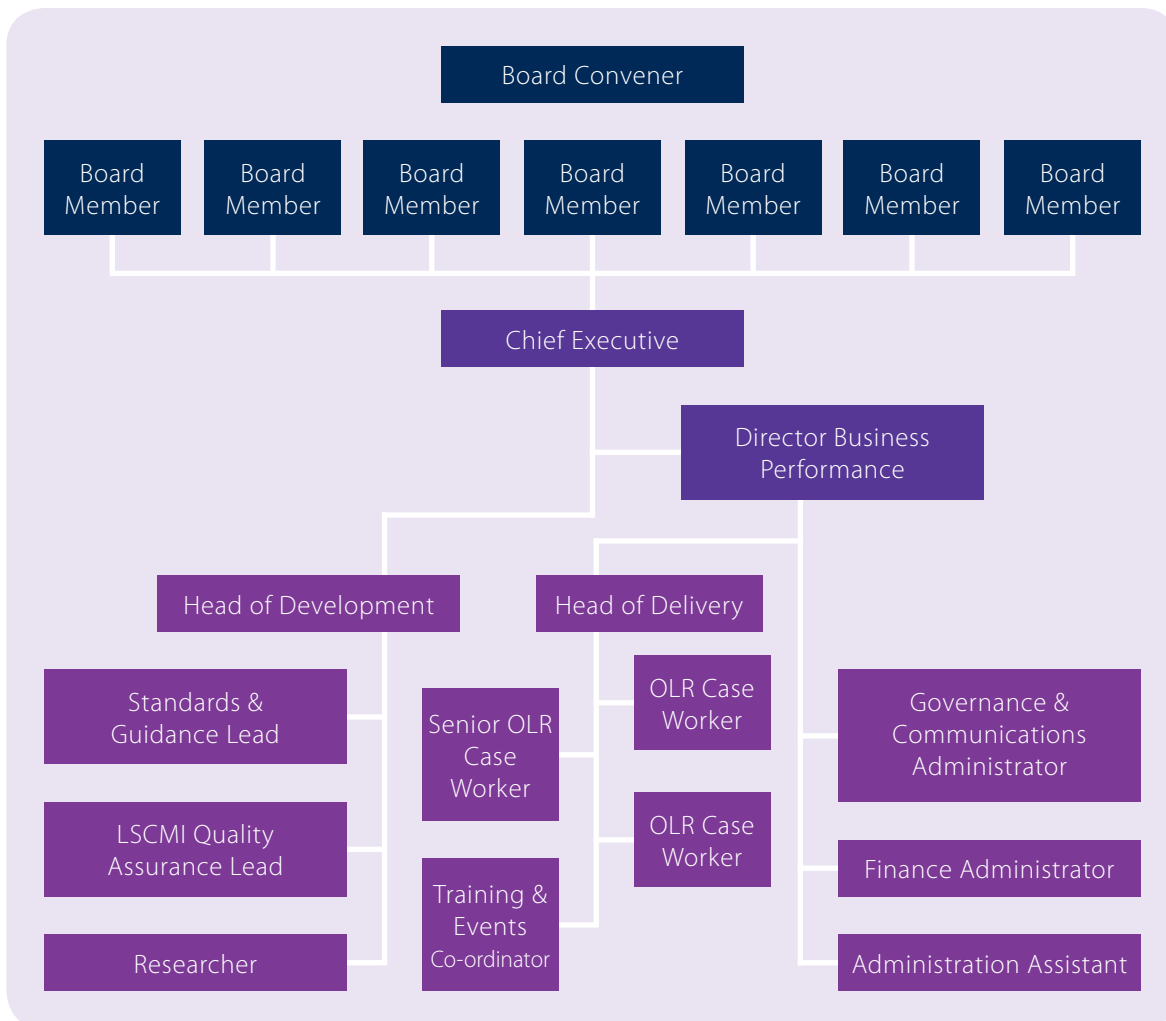
We operate our pay and performance systems using the Hay methodology and reward staff contributions through remuneration arrangements as dictated by Scottish Government Pay Policy guidance.

To support the delivery of OLR case management, the RMA appointed a temporary OLR Case Worker in October 2013. The RMA also undertook significant recruitment activity to support development projects and research activity, recruiting a temporary Research Lead in February 2014 .

Vacancies were also advertised for a LS/CMI Quality Assurance Lead, Learning & Development Lead and a Quality Assurance Lead for the Moving Forward Making Changes programme. It is anticipated that these appointments will be made early in 2014-15.

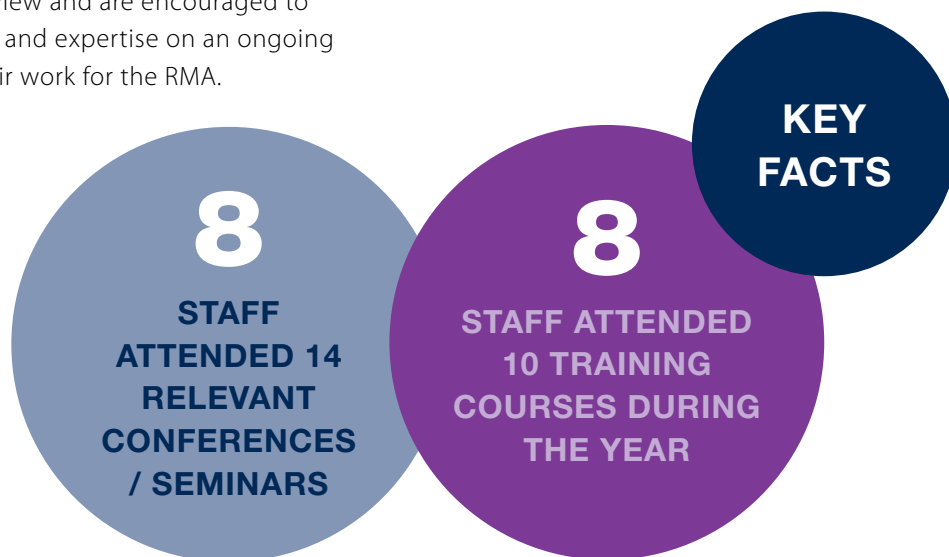
Position	Recruitment Date
OLR Case Worker (1 year fixed term)	01/10/2013
Research Lead (2 year fixed term)	24/02/2014

Position	Date left
OLR Case Worker (fixed term)	14/02/2014



The RMA seeks to encourage and support the potential of all staff members and invest in their continued professional development through the identification of training opportunities and attendance at relevant seminars and conferences. Staff are also subject to a comprehensive system of performance review and are encouraged to improve their skills and expertise on an ongoing basis as part of their work for the RMA.

Courses attended by staff during 2013-14 included training on SVR-20, RSVP, PCL-R, and Harmful sexual behaviour in male adolescents. Relevant conferences and seminars attended included the ADSW¹² Conference and the SASO¹³ Conference.



Freedom of Information

The Freedom of Information (Scotland) Act 2002 (FOISA) provides individuals with a right of access to all recorded information held by Scotland's public authorities.

Anyone can use this right, and information can only be withheld where FOISA expressly permits it. Section 23 of FOISA also requires that all Scottish public authorities maintain a publication scheme. The RMA's publication scheme sets out the types of information that we routinely make available.

In 2013-14 the RMA received 22 requests under FOISA and carried forward 1 from 2012-13.

Under the legislative guidelines for FOISA, public authorities have 20 working days to provide their response. 1 request was received by the RMA at the end of the financial year and was therefore carried forward into 2014-15. All 22 of the remaining requests were responded to within the legislative guidelines of 20 working days.



¹² Association of Directors of Social Work
¹³ Scottish Association for the Study of Offending

Future Strategic Objectives

The RMA Business Plan 2014-15 contains our objectives for the forthcoming year that will set in place the on-going achievement of the RMA's Corporate Plan 2013-16.

Over the next twelve months we will look to advance our aim of developing a shared framework of effective and ethical risk assessment and risk management practice through objectives that include building upon the contributions we have made to LS/CMI practice; developing revised Standards and Guidelines for Risk Assessment; delivering the implementation phase of EEPICS; and expanding our support to the national Moving Forward Making Changes programme.

In 2014-15 work will also continue to assure the quality of practice in the risk assessment and management of offenders subject to an OLR by conducting a review of the application of the sentence.

Our recent move to new premises has presented an opportunity to further enhance our governance systems, with objectives planned for this year including a review of our procurement decision making, estate management functions and internal communication strategies.

Overall the business plan builds upon our achievements to date and further contributes to the RMA's overall purpose to make Scotland safer by setting the standard for risk practice to reduce reoffending and the harm that it causes.

Activities for 2014-15

Strategic Aim 1

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

Key activities we will undertake to support this aim in 2014-15 include:

- Publish revised Standards & Guidelines for Risk Assessment

- Conclude and disseminate 'risk practice planning and practice' course
- Commence pilot study for the Enhancing Effective Practice in Community Supervision programme
- Support the implementation of the Moving Forward Making Changes programme.

Strategic Aim 2

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

Key activities we will undertake to support this aim in 2014-15 include:

- Commence liaison with key partners to review primary legislation matters, for example application of OLR to young people; risk criteria; and desirability of review mechanism
- Identify implications for quality assurance on risk assessment processes
- Liaise with stakeholders and track issues relating to potential and actual release of OLR offenders into the community.

Strategic Aim 3

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

Key activities we will undertake to support this aim in 2014-15 include:

- Complete revision of procurement policies and procedures
- Identify duties / functions required to support estate management
- Appraise overall effectiveness of current corporate IT systems
- Implement new internal communications system.



Annual Accounts
2013–2014

Strategic Report

Introduction

The Risk Management Authority was established in 2005 under the Criminal Justice (Scotland) Act 2003, for the purpose of ensuring the effective assessment and minimisation of risk. Our functions include the communication of best practice, drawing evidence from national and international research and development programmes to improve risk assessment and risk management approaches in Scotland.

The Act also outlines our specific responsibility to administer and oversee the standard setting, accreditation and approval processes that support the Order for Lifelong Restriction (OLR). This sentence pertains to individuals who pose the highest levels of risk, defined as being convicted persons who demonstrate that if at liberty would seriously endanger the lives, or physical or psychological well-being of members of the public at large. Where an Order for Lifelong Restriction sentence has been imposed, it constitutes imprisonment or detention for an indeterminate period, and supervision in the community on release. The Risk Management Authority's specific role regarding the OLR and our other duties in relation to the assessment and minimisation of risk are outlined in full in our list of statutory functions contained on Page 7 of the Annual Report.

Strategy and Business Model

The Risk Management Authority's Corporate Plan 2013-16 outlines the strategies and targets, which were developed in consideration of:

- responsibilities under the Criminal Justice (Scotland) Act 2003;
- intentions to build upon the RMA's prior achievements; and
- contributions to Scottish Government strategies.

The Board defines the **Purpose** of the Risk Management Authority as being to:
make Scotland safer by setting the standard for risk practice to reduce reoffending and the harm that it causes

The Corporate Plan outlines the **Purpose** will be delivered through three **Strategic Aims** - Aim 1 concerns risk assessment and management

practices; Aim 2 concerns the processes that support the Order for Lifelong Restriction sentence; and Aim 3 relates to our internal processes and governance arrangements.

The **Strategic Aims** are further supported by an Approach which specifies the individual tasks the Risk Management Authority will undertake over the next three years.

The Risk Management Authority also develops an Annual Business Plan which will contain comprehensive annual objectives for each approach.

Financial results

The annual accounts report the results of the Risk Management Authority for the year 1 April 2013 to 31 March 2014. They have been prepared in accordance with the Accounts Direction given by the Scottish Ministers in accordance with Section 12 (3) of the Criminal Justice (Scotland) Act 2003. The Accountable Officer authorised these financial statements for issue on 1 July 2014.

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

The financial statements for the year ended 31 March 2014 are set out in pages 44 - 45. The Notes to the annual accounts on pages 46 - 51 form part of the annual accounts.

For the year 2013-14 the Risk Management Authority total expenditure budget amounted to £917,000 which was funded by Scottish Government in the form of grant-in-aid.

All expenditure incurred during 2013-14 was within agreed budgetary provision.

Risks & Uncertainties

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

The risk register maintained by the Risk Management Authority is regularly reviewed. As at 31 March 2014 the risk register contained 13 risk factors which were classified as 10 medium risks and 3 low risks.

There are currently 111 persons subject to an OLR (Appendix A): based on the expected and actual imposition of this order, the RMA anticipates that over the next 5 years this number is likely to exceed 200. The key risk facing the Risk Management Authority is ensuring the provision of adequate resources to meet the demands of the natural growth in related case work. Since 2009, in the context of a reducing budget, the RMA has adjusted working practices and transferred resources within the team to support this. However, lack of additional resources will present significant risks to the RMA's capacity to meet its statutory functions to promote effective practice, and deliver continued development and implementation of quality assurance processes required to support the assessment and management of the most serious offenders. Scottish Government has been appraised of this situation most recently on 31 March 2014 in a request for an increase to grant in aid for 2014-15. A further business case presenting the five-year projection and resource requirements is being prepared.

Changes in Non-Current Assets

The Risk Management Authority acquired £70,000 in non-current assets during the year. The acquisition related primarily to the relocation of the Risk Management Authority to new premises. There was no disposal of non-current assets.

Post Year-End Activities

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

Environmental Issues

The Risk Management Authority operates environmental policies and procedures, which include recycling and choosing sustainable products. The Risk Management Authority also provides a cycle to work scheme for all staff and promote car sharing for attendance at events and meetings. In 2013-14 the Risk Management Authority developed a Communications Strategy which includes an objective to Make Best Use of Resources: delivering exceptional communications

that are both efficient and effective, we have implemented a shift towards focussing on digital content; reducing where possible the production of hard copy publications. We have also sought to enhance the way we promote projects and services on our website, making better use of technology to deliver information in a cost effective and environmentally friendly manner.

Social, Community and Human Rights Issues

Risk Management Authority policy is to support staff volunteering and voluntary activities, such as Project Scotland (this relates to young people mentoring programmes and contributes to the RMA's participative approach).

The Risk Management Authority also supports local community engagement by investing resources into the development of the local community via staff participation in roles and initiatives.

In 2013-14 the Risk Management Authority investigated providing opportunities for young people, such as internships and the HR implications of engaging volunteer workers – advice was sought from our HR consultants and discussions held with higher education establishments to establish the requirements of this approach. As well as potentially enhancing the work of the Risk Management Authority, this work also is supportive of the Scottish Government's Youth Employment initiative. Work on this objective will continue in 2014-15.

The Risk Management Authority operates an Equal Opportunities Policy and Procedure. Wellbeing posters and newsletters are issued to staff via the Risk Management Authority's health provider. The Risk Management Authority also has a set of equality outcomes and published an equality mainstreaming report in April 2013. An equal pay audit was undertaken of the Risk Management Authority 2013-14 pay policy, which considered the structure and composition of the workforce, local terms and conditions, affordability, equalities considerations and reward strategies.

Performance Indicators

The Risk Management Authority developed 9 KPIs to measure and evaluate performance against strategic objectives. For the year 2013-14 the Risk Management Authority can report all KPI targets

were exceeded. Details of the KPIs can be found on Page 16 of this report.

The Risk Management Authority also produces regular statistical information to monitor workload of the OLR process. Details of the information can be found on pages 18 - 23 of this report.

Staff Gender Analysis

The Risk Management Authority Board has a Convener and seven Board members. As of 31/04/2014 the gender breakdown of the Board is four male members and four female members.

The Risk Management Authority has two senior managers, namely the Chief Executive & Accountable Officer and the Director of Business Performance. The gender breakdown of the senior managers is one male and one female.

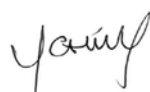
The gender breakdown of the remaining staff group is six male members of staff and six female members of staff.

Future Performance

A key element of the work of the Risk Management Authority concerns the governance of processes associated with the assessment and management of risk of offenders considered for, or subject to, an Order for Lifelong Restriction (OLR). These individuals pose the greatest risk of serious harm to the public, hence it is paramount that the Risk Management Authority ensures it has the appropriate resources and capacity to manage these processes.

Other than murder (where there is a mandatory life sentence) there are no exclusions to the offences that may be considered, however the Criminal Justice (Scotland) Act 2003 mentions three specific categories, these being sexual offences; violent offences; and offences which endanger life.

There are currently 111 offenders subject to an OLR in Scotland and the Risk Management Authority anticipates that over the next five years the number of offenders subject to an OLR is likely to exceed 200. This progressive increase in numbers along with the increase in case complexity presents the Risk Management Authority with resource and process challenges that will require careful planning.



YVONNE GAILEY
Chief Executive and Accountable Officer
1 July 2014

Directors Report

Board Members

The Board is responsible for setting the strategic direction of the Risk Management Authority and, together with the Chief Executive, ensures that Best Value is achieved through efficient and effective use of resources and personnel. Membership of the Board during 2013-14 included:

Convener: Mr Peter Johnston

Board members: Professor Hazel Kemshall
Dr Anne MacDonald
Dr Joanne Wood
Mr Emcee Chekwas
Mr Stephen Swan
Mr Chris Hawkes
Ms Elizabeth Carmichael
Mr James Green
Professor James McManus

The Board established six Committees to ensure informed decision and policy making.

The established Committee include:

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

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

Audit Committee – to support the Accountable Officer responsible for issues of risk, control and governance and associated assurance through a process of constructive challenge

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 and staff

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

Risk Management Plan Approval Committee – to take decisions and approve Risk Management Plans submitted by lead authorities.

Executive Staff

To support the Board the Risk Management Authority has appointed an executive

management team which comprises of the Chief Executive and the Director of Business Performance.

Ms Yvonne Gailey was appointed Chief Executive on 27 May 2009 and is the Accountable Officer for the RMA. Responsibilities as Accountable Officer, include responsibility for the propriety and regularity of the public finances for which the Accountable Officer is answerable, for the keeping of proper records and for safeguarding the Risk Management Authority's assets, are set out in the Memorandum to Accountable Officers of Other Public Bodies.

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

Register of Interests

The Risk Management Authority maintains a Register of Members' Interests and is available on the RMA's website www.rmascotland.gov.uk or direct from the RMA via telephone on 0141 278 4478 or by e-mail at info@rmascotland.gsi.gov.uk.

Audit Information

The governance statement contained within this report provides assurance regarding the information provided to the auditor.

Political Expenditure

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

Payment Performance

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

In 2013/14 the RMA paid a total of 90% of invoices received within the terms of the payment policy, compared with 90% in 2012/13. The RMA will continue to investigate service improvements in order to achieve this target in future.

As at 31 March 2014 the value of supplier payments outstanding at year end was £58,396.18. Supplier payments outstanding at 31 March 2013 was £359.21. All short term liabilities were classified as trade payables.

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

Equal Opportunities

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

People with Disabilities

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

Staff Involvement and Development

The Risk Management Authority is committed to training its staff and encouraging them to identify and attend developmental and further education training where applicable.

During 2013-14, the Risk Management Authority employed 14.0 FTE staff and delivered on its commitment to support staff CPD through the provision of ten training courses and fourteen conferences/seminars. This compared with 2012-13 where 15.5 FTE employees attended seventeen training courses and five conferences/seminars.

The Risk Management Authority encourages staff involvement in the business planning processes and the on-going development of the organisation's work.

A corporate training strategy and individual personal development plans were adhered to during 2013-14 for the on-going development of all staff. The Risk Management Authority holds a regular cycle of staff team meetings. In addition, all staff members are actively encouraged to attend corporate events such as conferences and seminars and team-working is promoted to increase awareness of their colleagues' roles and responsibilities.

Sickness Absence Data

During the year the Risk Management Authority has seen a decrease in the level of absence due to sickness. A total of 67 days were recorded as absence due to sickness, representing an absence rate of 1.9%. This compares to a total absence of 146 days in 2012-13 indicating an absence rate of 3.1%.

Personal Data Incidents

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

Pensions


All staff of the Risk Management Authority are eligible to become members of the civil service pension arrangements (details regarding pension arrangements are available within the remuneration report).

Auditors

The annual accounts of the Risk Management Authority are audited by an auditor appointed by the Auditor General for Scotland in accordance with Section 13 (c) of the Criminal Justice (Scotland) Act 2003. No additional payments were made to the auditor for non-audit work.

Disclosure of information to auditors

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



YVONNE GAILEY
Chief Executive and Accountable Officer
1 July 2014

Remuneration Report

The Convener and Board Members

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 4 years which will end on 30 September 2016.

The Convener and Board Members are paid an annual salary which is set by the Scottish Ministers. The salary rate is increased annually in line with the percentage uplift agreed by the Scottish Government Senior Salary Review Board. The Convener and Board Member appointments are not pensionable.

The Risk Management Authority has in place a Remuneration Committee, current membership of the Committee is Mr Peter Johnston, Mr Stephen Swan and Dr Anne MacDonald. The Committee's function is to make recommendations to the Board and the Scottish Ministers on a range of pay policy matters including the level of annual pay award for staff and the senior executives which include the Chief Executive and Director of Business Performance.

Statement on the policy of the remuneration of the Chief Executive

The Board, in conjunction with the Scottish Government, agree a salary range for the Chief Executive and agree a starting salary within that range. The Board further agree that the Chief Executive's pay would be reviewed annually and any pay award for the Chief Executive would be dependent upon performance. The current Chief Executive assumed post on the 27 May 2009.

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

The Chief Executive is a permanent appointment with a three month notice period. There are no early termination payment clauses within the contract.

The Chief Executive post is pensionable under the civil service pension arrangements.

Appointments are based on merit and on the basis of fair and open competition.

Statement on the policy of the remuneration of the Director of Business Performance

The remuneration of the Director of Business Performance is set by the Board, subject to the Scottish Ministers' approval. As part of the appointment process, and in conjunction with the Scottish Government, the Board agree salary ranges for the Director of Business Performance and agree starting salaries within that range. The Director of Business Performance's salary is reviewed annually as part of the pay remit process for all staff of the Risk Management Authority, with the exception of the Chief Executive. The current Director of Business Performance assumed post on 26 January 2009.

Pay awards for the Director of Business Performance are dependent upon performance. Performance is assessed by the Chief Executive using a system of annual appraisal and the performance conditions are based on achievement of agreed personal objectives, based on the Risk Management Authority's annual business plan and corporate plan objectives.

The Director of Business Performance is a permanent appointment with a three month notice period. There are no early termination payment clauses within the contract.

The Director of Business Performance post is pensionable under the civil service pension arrangements.

Appointments are based on merit and on the basis of fair and open competition.

Remuneration and Pensions

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

Remuneration

The following tables provide a breakdown of executive and non-executive directors' remuneration in 2012-13 and 2013-14 and have been audited by the Risk Management Authority's auditors.

Executive & Non-Executive Directors' Remuneration	2013-14 Salary (£'000)	2012-13 Salary (£'000)
Mr Peter Johnston, Convener	5 - 10	5 - 10
Professor Hazel Kemshall, Board Member	5 - 10	5 - 10
Dr Anne MacDonald, Board Member	5 - 10	5 - 10
Dr Joanne Wood, Board Member	5 - 10	5 - 10
Mr Emcee Chekwas, Board Member	5 - 10	5 - 10
Mr Stephen Swan, Board Member (from 1 Sept 2013)	0 - 5	–
Mr Chris Hawkes, Board Member (from 27 May 2013)	0 - 5	–
Ms Elizabeth Carmichael, Board Member (from 1 Dec 2013)	0 - 5	–
Mr James H Green, Board Member (until 30 Nov 2013)	0 - 5	5 - 10
Professor Jim McManus, Board Member (until 31 Aug 2013)	0 - 5	5 - 10
Mr Peter Withers, Board Member (until 31 August 2012)	–	5 - 10
Ms Yvonne Gailey, Chief Executive	65 - 70	65 - 70
Mr Paul Keoghan, Director of Business Performance	55 - 60	55 - 60

Remuneration – Chief Executive & Directors				
	Basic Salary Band £'000	Benefit in Kind £'000	Pension Fund £'000	Total £'000
Chief Executive 2013-2014	65-70	-	15-20	75-85
Chief Executive 2012-2013	65-70	-	20-25	75-85
Director of Business Performance 2013-14	60-65	-	20-25	70-80
Director of Business Performance 2012-13	55-60	-	20-25	65-75

Pension information supplied by MYCSP

Performance Related Pay	2013-14	2012-13
Ms Yvonne Gailey, Chief Executive	–	–
Mr Paul Keoghan, Director of Business Performance	–	–

Top to Median Staff Pay Multiples	2013-14	2012-13
Band of Highest Paid Director's Total Remuneration (£ '000)	65-70	65-70
Median Total Remuneration	29,760	28,747
Ratio	2.2	2.3

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce.

The banded remuneration of the highest-paid director in the Risk Management Authority in the financial year 2013-14 was £65k - £70k (2012-13,

£65k -£70k). This was 2.2 times (2012-13, 2.3) the median remuneration of the workforce, which was £29,760 (2012-13, £28,747).

Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind as well as severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

Pension Benefits					
Executive Director	Accrued pension at age 60 as at 31/3/14 and related lump sum	Real increase in pension and related lump sum at age 60	CETV at 31/3/14 £'000	CETV at 31/3/13 £'000	Real increase in CETV £'000
Ms Yvonne Gailey	7.5 - 10.0	0 - 2.5	164	136	15
Mr Paul Keoghan	7.5 - 10.0	0 - 2.5	75	57	10

Salary

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

Performance Related Pay

Performance pay or bonuses are disclosed separately in the year in which they become payable.

Benefits in kind

None were payable in the year.

Pensions

Pension benefits are provided through the Civil Service Pension arrangements. Employees may be in one of the statutory based 'final salary' defined benefit schemes (classic, premium, classic plus, nuvos or partnership). The Schemes are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, and nuvos 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).

Employee contributions rates range from 1.5% - 6.25% for the classic scheme and 3.5% - 8.25% for premium, classic plus, and nuvos schemes. Contribution rates payable are dependent upon employee annual pensionable earnings. Benefits in classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. 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. Under nuvos, an employee's pension account will be credited with a proportion of pensionable earnings in the year, the "pension build-up factor" is currently 2.3%. The pensionable age under nuvos is 65; if an employee draws their pension before this time their pension will be

reduced for early payment, and if an employee draws their pension after this time their pension will be increased for late payment. Under nuvos the employee can give up part of their pension for an optional tax free lump sum, although the HMRC limits the amount of lump sum.

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

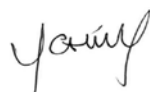
Cash Equivalent Transfer Values

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 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.

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.



YVONNE GAILEY
Chief Executive and Accountable Officer
1 July 2014

Statement of the Risk Management Authority and Accountable Officer's Responsibilities

Under paragraph 13 of the Criminal Justice (Scotland) Act 2003, the Scottish Ministers have directed the Risk Management Authority to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction.

The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Risk Management Authority, and of its income and expenditure, recognised gains and losses, and cash flows for the financial year.

In preparing the accounts the Accountable Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

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

The Accountable Officer for the Scottish Government Justice Department designated the Risk Management Authority's Chief Executive, Ms Yvonne Gailey, as the Accountable Officer for the Risk Management Authority. Responsibilities as Accountable Officer, including the responsibility for the propriety and regularity of the public finances for which the Accountable Officer is answerable, for the keeping of proper records and for safeguarding the Risk Management Authority's assets, are set out in the Memorandum to Accountable Officers of Other Public Bodies. The Accountable Officer is responsible for the maintenance and integrity of the corporate and financial information included on the Risk Management Authority's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Governance Statement

Scope of responsibility

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

As Accountable Officer I have specific responsibility in relation to:

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

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

The Governance Framework

The Risk Management Authority's governance framework is clearly defined within the context of the Management Statement and Financial Memorandum which specifically addresses:

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

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

The Board

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

During 2013-14 the Board convened every two months, and on each occasion the meetings were quorate and a set of minutes produced to record all agreed actions and decisions. At each meeting Members were requested to submit any declarations of interest including gifts and hospitality, with a full record made on the minutes in compliance with the Code of Conduct. In accordance with the Risk Management Authority's Publication Scheme, edited versions of these minutes are available on the website:

www.rmascotland.gsi.gov.uk

The Risk Management Authority has a Board Induction Programme in place which includes attendance at CIPFA On Board Training and a comprehensive Board Member's Handbook.

Risk Management

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

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

The Risk Management Authority has a documented risk management strategy which specifies the roles of the Board, the Audit

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

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

Assessment of Corporate Governance and Risk Management Arrangements

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

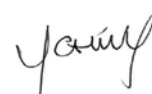
- the management team within the Risk Management Authority who have responsibility for the development and maintenance of governance, performance and internal controls frameworks;
- the Board who has responsibility for receiving, monitoring and commenting on regular management reports on governance matters,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

- comments made by the external auditors in their management letters and other reports.
- the work of the Committees charged with responsibility for the governance and performance in the areas encompassing Risk Management Plan Approval, Research & Training and Accreditation.

My review and assessment has been informed directly by the following key processes which have operated continuously and effectively during the course of 2013-14:

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

As Accountable Officer I can confirm that I am fully content with the effectiveness of the Risk Management Authority's existing arrangements to ensure appropriate standards of corporate governance and effective risk management. I can also confirm that there were no significant control weakness or identified lapses in data security during 2013-14.



YVONNE GAILEY
Chief Executive and Accountable Officer
1 July 2014

Independent Auditor's Report

To the members of the Risk Management Authority, the Auditor General for Scotland and the Scottish Parliament.

I have audited the financial statements of the Risk Management Authority for the year ended 31 March 2014 under the Criminal Justice (Scotland) Act 2003. The financial statements comprise of the Statement of Comprehensive Net Expenditure, Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the 2013/14 Government Financial Reporting Manual (the 2013/14 FReM).

This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with paragraph 125 of the Code of Audit Practice approved by the Auditor General for Scotland, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Respective responsibilities of Accountable Officer and auditor

As explained more fully in the Statement of the Accountable Officer's Responsibilities the Accountable Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and is also responsible for ensuring the regularity of expenditure and income. My responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland) as required by the Code of Audit Practice approved by the Auditor General for Scotland. Those standards require me to comply with the Auditing Practices Board's Ethical Standards for Auditors. I am also responsible for giving an opinion on the regularity of expenditure and

income in accordance with the Public Finance and Accountability (Scotland) Act 2000.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the body's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Accountable Officer; and the overall presentation of the financial statements. It also involves obtaining evidence about the regularity of expenditure and income. In addition, I read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements, irregularities, or inconsistencies I consider the implications for my report.

Opinion on financial statements

In my opinion the financial statements:

- give a true and fair view in accordance with the Criminal Justice (Scotland) Act 2003 and directions made thereunder by the Scottish Ministers of the state of the body's affairs as at 31 March 2014 and of its net operating cost for the year then ended
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2013/14 FReM, and
- have been prepared in accordance with the requirements of the Criminal Justice (Scotland) Act 2003 and directions made thereunder by the Scottish Ministers.

Opinion on regularity

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

Opinion on other prescribed matters

In my opinion:

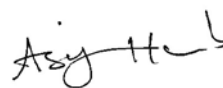
- the part of the Remuneration Report to be audited has been properly prepared in accordance with the Criminal Justice (Scotland) Act 2003 and directions made thereunder by the Scottish Ministers, and
- the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I am required to report by exception

I am required to report to you if, in my opinion:

- adequate accounting records have not been kept, or
- the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records, or
- I have not received all the information and explanations I require for my audit, or
- the Governance Statement does not comply with guidance from the Scottish Ministers.

I have nothing to report in respect of these matters.



ASIF A HASEEB
Audit Scotland
8 Nelson Mandela Place
Glasgow
G2 1BT
1 July 2014

Financial Statement and Notes

Statement of Comprehensive Net Expenditure

For the year ended 31 March 2014

	Notes	2013-14 £'000	2012-13 £'000
Expenditure			
Staff costs	2	680	718
Other admin costs	3	238	221
		918	939
Income			
Income from activities	4	(1)	-
Net operating costs		917	939

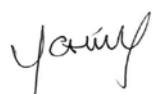
The results for the year derive from the ordinary activities of Risk Management Authority, all of which are continuing.

Statement of Financial Position

As at 31 March 2014

	Notes	2013-14 £'000	2012-13 £'000
Non-current assets			
Property, plant and equipment	5	55	9
Intangible assets	6	-	-
Total non-current assets		55	9
Current Assets			
Trade and other receivables	8	10	33
Cash and cash equivalents	9	559	441
Total current assets		569	474
Total assets		624	483
Current liabilities			
Trade and other payables	10	341	266
Total current liabilities		341	266
Non current assets plus net current assets		283	217
Non-current liabilities			
Provisions	11	60	48
Total non-current liabilities		60	48
Total liabilities		401	314
Assets less liabilities		223	169
Taxpayers Equity			
General Fund - Unallocated		158	89
General Fund – Allocated for EEPICS Project		65	80
Total taxpayers equity		223	169

Signed on behalf of the Risk Management Authority



YVONNE GAILEY
Chief Executive and Accountable Officer
1 July 2014

Statement of Cash Flows

For the year ended 31 March 2014

	Notes	2013-14 £'000	2012-13 £'000
Cash flows from operating activities			
Net operating cost		(917)	(939)
Adjustments for non-cash transactions			
Depreciation	5,6	23	12
Movements in working capital			
(Increase)/decrease in trade and other receivables	8	23	(24)
Increase/(decrease) in trade and other payables	10	75	(12)
Increase in provisions		12	12
Release of government capital grant			-
Net cash outflow from operating activities		(784)	(951)
Cash flows from investing activities			
Purchase of Property, Plant and Equipment	5,6	(70)	-
Net cash flow from investing		(70)	-
Cash flows from financing activities			
Scottish Government Grant		970	1,008
Net cash flow from financing		970	1,008
Net increase/(decrease) in cash and cash equivalents		116	57
Cash and cash equivalents at beginning of period	9	443	384
Cash and cash equivalents at end of period	9	559	441
Net change in cash and cash equivalents		116	57

Statement of Changes in Taxpayers' Equity

For the year ended 31 March 2014

	Notes	2013-14 £'000	2012-13 £'000
General Fund			
Balance at 1 April		170	100
Net operating cost for the year		(917)	(939)
Grant from Scottish Government		970	1,008
Balance at 31 March		223	169

1. Accounting policies

Statement of accounting policies

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

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

(a) Accounting Convention

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

(b) Property, Plant and Equipment (PPE)

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

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

Buildings	over 10 yrs
Furniture & Fittings	over 5 yrs
Equipment	over 5 yrs
Information Technology	over 3 yrs
Software	over 3 yrs

(c) Intangible Assets

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

Intangible Assets are amortised at rates calculated to write them down to estimated residual value on a straight line basis over their estimated useful lives of three years.

(d) Receivables

All material amounts outstanding at 31 March 2014 have been brought into account irrespective of when actual payments were made.

(e) Payables

All material amounts outstanding at 31 March 2014 have been brought into account irrespective of when actual payments were made.

(f) Income and Government Grants

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

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

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

(g) Operating Leases

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

(h) Provisions

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

2. Staff Costs

Authority Members

Salary

Social Security Costs

Total Authority Members

Administrative staff

Wages and salaries

Social Security costs

Pension costs

Total administrative Staff

Total Staff Costs

Average number of employees during the year:

Authority Members

Staff

2013-14 £'000	2012-13 £'000
48	48
-	-
48	48
2013-14 £'000	2012-13 £'000
501	535
43	45
88	90
632	670
680	718
No.	No.
8	7
14	17

3. Other Administrative Costs

Accommodation

Office equipment and furniture

Research and consultancy

IT Support

Training

Legal Fees & Expenses

Supplies & Services

Stationery

Catering and Hospitality

Expenses and Travel

Other Office Costs

Internal Audit Fee

External Audit Fee

Depreciation

Increase in provision for bad and doubtful debts

Total

2013-14 £'000	2012-13 £'000
78	70
4	3
(3)	20
34	22
7	8
5	8
15	8
3	6
3	1
17	18
30	21
16	3
6	6
23	12
-	15
238	221
2013-14 £'000	2012-13 £'000
(1)	-

4. Income from Activities

Event and conference income

5. Property, plant and equipment

	Buildings	Equipment	Information Technology	Furniture & Fittings	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
Balance at 1 April 2013	38	32	20	9	99
Additions	-	-	9	61	70
Disposals	-	-	-	-	-
Balance at 31 March 2014	38	32	29	70	169
Depreciation					
Balance at 1 April 2013	33	31	20	7	91
Charge for year	5	1	3	14	23
Disposals	-	-	-	-	-
Balance at 31 March 2014	38	32	23	21	114
NBV at 31 March 2014	-	-	6	49	55
NBV at 31 March 2013	5	1	-	3	9
Analysis of asset financing:					
Owned	-	-	6	49	55
Finance leased	-	-	-	-	-
NBV at 31 March 2014	-	-	6	49	55

6. Intangible Assets

	Software	Total
	£'000	£'000
Cost		
Balance at 1 April 2013	106	106
Additions	-	-
Disposals	-	-
Balance at 31 March 2014	106	106
Depreciation		
Balance at 1 April 2013	106	106
Charge for year	-	-
Disposals	-	-
Balance at 31 March 2014	106	106
NBV at 31 March 2014	-	-
NBV at 31 March 2013	-	-

7. Financial Instruments

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

8. Trade Receivables and other current assets

Amounts falling due within one year:

Other receivables

Bad debt provisions

Total receivable within 1 year

2013-14 £'000	2012-13 £'000
10	48
-	(15)
10	33

9. Cash and cash equivalents

Balance at 1 April

Net change in cash and cash equivalent balances

Balance at 31 March

2013-14 £'000	2012-13 £'000
443	384
116	57
559	441

The following balances at 31 March were held at:

Government Banking Service

Corporate cash account

Balance at 31 March

554	441
5	-
559	441

Note: Corporate Cash Accounts for 2012-13 should be £2,000

10. Trade payables and other current liabilities

Amounts falling due within one year:

Accruals and deferred income

Total due within one year

2013-14 £'000	2012-13 £'000
341	266
341	266

11. Provisions for liabilities and charges

The lease for premises at St James' House expired on 28 February 2014. As part of the lease agreement the Risk Management Authority has an obligation to cover dilapidations and reinstatement costs that may be required at the end of the lease. As such a provision has been established, based on the best estimate of the present value of expenditure required to settle the obligation. During the year the cost of the dilapidations was estimated at £60,000. Accordingly, the provision has been increased to this level over the term of the lease.

	2013-14	2012-13
	£'000	£'000
Balance at 1 April	48	36
Provided in year	12	12
Balance at 31 March	60	48

12. 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.

13. Capital Commitments and Contingent Liabilities

The operating lease contains provision to return the premises occupied by the Risk Management Authority to the same condition as when the lease was entered upon expiry of the lease. The costs for completing this dilapidation is expected to be £60,000 and a provision for £12,000 against these costs have been made in these financial statements. Note 11 refers to this provision in more detail.

14. Commitments under leases

The total value of commitments under operating leases is £214,760.

Obligations under operating leases comprise:

	31 March	31 March
	2014	2013
	£'000	£'000
Buildings:		
Not later than one year	46	35
Later than one year and not later than five years	169	-
Later than five years	-	-

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

15. Segment Reporting

The Risk Management Authority has three business segments. Operational costs, this segment reflects the core costs for providing the functions of the Authority. Research & Development, this segment reflects the direct costs relating to the advancement of a shared framework of effective and ethical risk assessment and risk management practice of offenders. Order for Lifelong Restriction, this segment reflects the direct costs associated to assuring quality of practice in the risk assessment and management of offenders subject to an Order for Lifelong Restriction.

	2013-14 £'000	2012-13 £'000
Income:		
Operational	1	-
Research & Development	-	-
Order for Lifelong Restriction	-	-
Total income	1	-
Expenditure:		
Operational	576	353
Research & Development	178	402
Order for Lifelong Restriction	163	184
Total expenditure	917	939
Assets:		
Operational	625	453
Research & Development	-	30
Order for Lifelong Restriction	-	-
Total assets	625	483
Liabilities:		
Operational	264	142
Research & Development	108	156
Order for Lifelong Restriction	29	16
Total liabilities	401	314
16. Analysis of Current Assets and Liabilities		
	2013-14 £'000	2012-13 £'000
Current Assets:		
Central Government	-	2
Other Government Bodies	-	-
External	10	31
Total current assets	10	33
Current Liabilities:		
Central Government	204	52
Other Government Bodies	11	37
External	126	177
Total current liabilities	341	266



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 member of the staff of the Scottish Ministers

Dated 10 February 2006

Appendix A

OLR case data

	Index Offence	Punishment Part	Eligible for Parole (at 31/03/2014)	Lead Authority
1	Contravention of the Sexual Offences Act 2003, section 113	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
2	Breach of the peace	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
3	3 x Breach of the peace, assault, abduction	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
4	Civic Government (Scotland) Act 1982 Section 52 (1) (a)	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
5	Assault and Attempted Rape	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
6	Attempted Murder	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
7	Assault to severe injury	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
8	Assault with intent to rape x4	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
9	Breach of the Peace and Breach of SOPO	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
10	Rape	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
11	Indecent assault and Breach of the peace	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
12	Assault with intent to rape	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
13	Assault to severe injury and endangerment of life	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
14	Sodomy	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
15	Assault with attempted rape	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
16	Assault to injury and robbery	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
17	Severe injury, permanent disfigurement to the danger of life	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
18	Assault with intent to rape and offences contrary to Civic Government (Scotland) Act 1982	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
19	Assault and Rape and offences contrary to Civic Government (Scotland) Act 1982	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
20	Breach of a SOPO	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers

Index	Offence	Punishment Part	Eligible for Parole (at 31/03/2014)	Lead Authority
21	Lewd, Indecent, and libidinous practices and behaviour	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
22	Breach of the Peace and Stalking	0-5 years	Yes	NHS on behalf of Scottish Ministers
23	Assault to severe injury, permanent disfigurement and endangerment of life and Robbery	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
24	Abduction and rape	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
25	Assault and breach of the peace (sexually motivated)	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
26	Assault with knife to severe injury, permanent disfigurement and endangerment to life	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
27	Theft	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
28	Lewd and libidinous practices and behaviour; Rape and Sodomy	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
29	Rape and assault with intent to rape	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
30	Assault and robbery x2	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
31	Assault to severe injury and attempted murder	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
32	Breach of the peace - Section 195 Remit to High Court	0-5 years	Yes	Criminal Justice Social Work
33	Attempted rape	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
34	Lewd, Indecent, and libidinous practices and behaviour	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
35	Indecent assault, Breach of the peace, contravention of the Criminal Procedure (Scotland) Act 1995, section 27 (1) (b)	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
36	Rape	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
37	Assault to severe injury, permanent disfigurement and danger of life	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
38	Assault and robbery	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers

Index	Offence	Punishment Part	Eligible for Parole (at 31/03/2014)	Lead Authority
39	Assault and robbery	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
40	Attempted Rape	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
41	Attempted murder	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
42	Assault to severe injury	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
43	Assault to Injury and Permanent disfigurement	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
44	Indecent assault and Breach of SOPO	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
45	Rape, contravention of the Civic Government (Scotland)	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
46	Attempted Murder whilst on Bail	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
47	Contravention of Section 3 of the Sexual Offences (Scotland) Act 2009	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
48	Assault and Attempted Rape	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
49	Attempted murder; rape; breach of the peace; assault to severe injury	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
50	Section 18 Sexual Offences Act 2009	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
51	Assault and robbery	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
52	Child sex offences	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
53	Assault	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
54	Breach of the Peace	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
55	Rape	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
56	Assault to severe injury and permanent disfigurement	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
57	Rape	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
58	Attempted Rape	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
59	Assault, robbery and abduction	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers

Index	Offence	Punishment Part	Eligible for Parole (at 31/03/2014)	Lead Authority
60	Assault, assault to injury & robbery, assault to injury and housebreaking & theft	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
61	Assault to severe injury and permanent disfigurement	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
62	Assault (x2), Malicious damage, malicious mischief, Criminal Justice & Licensing (Scotland) Act 2010, S38 (1) x 3 and S39 (1)	0-5 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
63	Assault to severe injury	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
64	Attempted Murder	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
65	Assault & Robbery	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
66	Rape	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
67	Attempted Murder	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
68	5 x Breach of SOPO	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
69	Contravention of Section 113 (1) of the Sexual Offences Act 2003	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
70	Rape	0-5 years	No	NHS on behalf of Scottish Ministers
71	Sexual Offence against a child	0-5 years	No	Scottish Prison Service on behalf of Scottish Ministers
72	Attempted Murder	15-20 years	No	Scottish Prison Service on behalf of Scottish Ministers
73	Rape	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
74	Culpable homicide	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
75	Rape	5-10 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
76	Rape	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
77	Attempted Murder	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
78	Assault with intent to rape	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers

Index	Offence	Punishment Part	Eligible for Parole (at 31/03/2014)	Lead Authority
79	Attempted Murder	5-10 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
80	Assault, Rape and Abduction	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
81	Assault and robbery	5-10 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
82	Rape and assault with intent to rape	5-10 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
83	Assault to severe injury	5-10 years	Yes	Scottish Prison Service on behalf of Scottish Ministers
84	Abduction of a child, lewd and libidinous practices and behaviour (child), assault to injury and danger of life (child)	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
85	Abduction, assault and theft	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
86	Rape and sodomy	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
87	Conspiracy	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
88	Conspiracy	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
89	Rape	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
90	Rape, Lewd and libidinous practices	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
91	Attempted Murder whilst on Bail	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
92	Attempted rape and assault	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
93	Attempted murder and contravention of the Sexual Offences act	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
94	Hamesucken and robbery	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
95	Various sexual offences including contact and non-contact offending	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
96	Abduction, Rape, Assault to severe injury, permanent disfigurement, danger of life and attempted murder	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
97	Rape	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers

	Index Offence	Punishment Part	Eligible for Parole (at 31/03/2014)	Lead Authority
98	Rape	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
99	Lewd and libidinous practices and behaviour	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
100	Hamesucken	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
101	Sex Offences	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
102	Breach of bail, assault to severe injury, permanent disfigurement, permanent impairment and to the danger of life	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
103	Rape	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
104	Rape	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
105	Rape	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
106	Rape	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
107	Offences contrary to Section 3 and 11 of Sexual Offences (Scotland) Act 2009	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
108	Attempted Murder	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
109	Assault to severe injury and permanent disfigurement	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
110	Robbery	5-10 years	No	Scottish Prison Service on behalf of Scottish Ministers
111	Rape	10-15 years	No	Scottish Prison Service on behalf of Scottish Ministers



Appendix B

Results against Business Plan 2012-13 Performance Targets

STRATEGIC AIM 1: The RMA will advance a shared framework of effective and ethical risk assessment and risk management practice

Approach:	Details:
<p>A1.1 Inform policy decisions relating to risk assessment and management with learning from national and international research and practice</p>	<ul style="list-style-type: none"> • Contribution made to MAPPA guidance, document set and multi-agency risk management plan format • Finalised the learning and training materials for the EEPICS programme • Risk Practice resources and learning materials developed to provide Criminal Justice Social Workers with a grounding in the fundamentals of Risk Assessment with an introduction to formulation • Introduced an online version of the Risk Assessment Tools Evaluation Directory (RATED) • Contribution made to the review of the Memorandum of Procedure and Care Programme Approach, with feedback provided to the Scottish Government's Restricted Patient Team
<p>A1.2 Promote the implementation of evidence based practices through the development of learning, quality assurance and evaluation resources</p>	<ul style="list-style-type: none"> • Contributed to the development of the self-evaluation model for LS/CMI and participated in peer challenge events • LS/CMI Learning Evaluation reports and In Practice reports produced for each local authority in Scotland • Practice process developed for Police Scotland
<p>A1.3 Develop and publish standards and guidelines</p>	<ul style="list-style-type: none"> • Publication of revised Standards & Guidelines for Risk Management • Commenced the development of revised Standards & Guidelines for Risk Assessment, with a view to publication in 2014-15

STRATEGIC AIM 2: The RMA will assure the quality of practice in the risk assessment and management of offenders subject to an Order for Lifelong Restriction (OLR)

Approach:	Details:
<p>A2.1 Administer the accreditation process and evaluate performance to ensure assessors have regard to our standards and guidelines and comply with the code of conduct</p>	<ul style="list-style-type: none"> Commenced a review of the accreditation process including an updated code of conduct for accredited assessors
<p>A2.2 Support and guide lead authorities in the preparation of risk management plans</p>	<ul style="list-style-type: none"> Developed a tracking system to record information provided to case managers, to inform on-going development of Standards & Guidelines and web based support
<p>A2.3 Ensure risk management plans comply with legislation and have regard to our standards and guidelines</p>	<ul style="list-style-type: none"> Supported the introduction of revised standards & guidelines for risk management, providing operational assistance to lead authorities
<p>A2.4 Evaluate the implementation of approved risk management plans</p>	<ul style="list-style-type: none"> Implemented new quality assurance mechanisms for risk management plans Implemented new quality assurance mechanisms for annual implementation reports
<p>A2.5 Collate and analyse data on the application of the order for lifelong restriction to inform policy and practice</p>	<ul style="list-style-type: none"> Monitored guidance provided to lead authorities to support improvements to practice and inform the on-going development of Standards & Guidelines Migrated OLR records into new case management system

STRATEGIC AIM 3: The RMA will ensure our decisions are defensible and our processes are administered with integrity

Approach:	Details:
<p>A3.1 Continually improve decision making processes to ensure good governance, transparency and fairness</p>	<ul style="list-style-type: none"> • Revised the Scheme of Delegation and Committee Terms of Reference, to enhance consistency in our decision making • Introduced a governance handbook for Board members • Implemented a new complaints handling procedure
<p>A3.2 Manage resources effectively and promote a learning culture in all that we do</p>	<ul style="list-style-type: none"> • Implemented new lease arrangements for RMA premises
<p>A3.3 Develop our communication systems to enhance dissemination of our work and collaboration with stakeholders</p>	<ul style="list-style-type: none"> • Developed a Communications Strategy to support the achievement of our corporate strategies • Conducted a stakeholder mapping exercise • Introduced stakeholder surveys to facilitate improvements to our service delivery
<p>A3.4 Continually develop and enhance our performance management systems</p>	<ul style="list-style-type: none"> • Conducted an equal pay audit of the staff pay system • Implemented a comprehensive new staff appraisal system • Investigated potential arrangements (and HR implications) of providing opportunities for young people

Glossary

Acronym	Full Term	Definition
ACPOS	Association of Chief Police Officers in Scotland	Association of all chief police officers and some senior police staff of the 8 Scottish police forces, the Scottish Crime and Drug Enforcement Agency, the Scottish Police College and the Assistant Chief Constable of the British Transport Police (Scotland).
ADSW	Association of Directors of Social Work	Professional association representing senior social work managers in local government in Scotland
COPFS	Crown Office Procurator Fiscal Service	Service responsible for the prosecution of crime in Scotland, the investigation of sudden or suspicious deaths, and the investigation of complaints against the police
FRAME	Framework for Risk Assessment, Management and Evaluation	RMA-developed structured and shared approach to risk practice
LS/CMI	Level of Service / Case Management Inventory	Risk Assessment Tool
MAPPA	Multi Agency Public Protection Arrangement	Community Management of Offenders
NDPB	Non-Departmental Public Body	A public organisation that is self-governing but accountable to and funded by Government
OLR	Order for Lifelong Restriction	Sentence providing for lifelong management of high risk violent and sexual offenders. Requires implementation and review of an RMA approved risk management plan for offenders in custody and in the community. Includes a punishment part, spending minimum period in secure custody
RAO	Risk Assessment Order	Issued by the High Court regarding an offender who is being considered for an Order for Lifelong Restriction

Acronym	Full Term	Definition
RAR	Risk Assessment Report	Produced by an RMA Accredited Assessor on behalf of the High Court for someone who is subject to a Risk Assessment Order
RATED	Risk Assessment Tool Evaluation Directory	Directory of Risk Assessment Tools
RMP	Risk Management Plan	Required by law, for an offender subject to an Order for Lifelong Restriction, approved by the Risk Management Authority. A Risk Management Plan is prepared by the lead authority
SA07	Stable and Acute 2007	Risk Assessment Tool
SAPROF	Structured Assessment of Protective Factors	Risk Assessment Tool
SPS	Scottish Prison Service	Scottish Government Agency

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Working towards a safer Scotland

