

2019-20

Annual Report
& Accounts



Risk Management Authority

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Convener's Foreword

I am delighted to present the Annual Report and Accounts for the Risk Management Authority for the year 2019/2020. I wish to extend a thanks to all the staff who have contributed to the production of this report.

2019/2020 saw the retirement of our longstanding Chief Executive, Yvonne Gailey. Yvonne made an outstanding contribution to the work of the RMA and we wish her well in her retirement.

We were delighted to appoint Mark McSherry as our new Chief Executive and wish him well in his new role.



David Crawford
Convener

Previous annual reports have identified a pattern of gradually increasing numbers of Orders for Lifelong Restriction and this has continued in the last year.

A small but growing number of those on an OLR are either in the community, in open conditions within the prison estate, or have some level of community access. As this pattern progresses the importance of robust community management of the risk posed by these individuals becomes paramount.

A major feature of the work of the RMA over the past year has been our involvement in providing advice on risk issues across a growing range of policy areas including Internet Offending, Home Detention Curfew and First Grant of Temporary Release.

Involvement in these areas is welcomed and offers the opportunity for the RMA to influence the development of consistent approaches to risk management across a growing range of areas.

It is a crucial concern of the RMA board that these wider involvements do not distract from the capacity of the organisation to discharge its central statutory functions and we will continue to ensure that the correct balance is struck between our core functions and our developmental role.

Previous annual reports have identified a pattern of gradually increasing numbers of Orders for Lifelong Restriction and this has continued in the last year... As this pattern progresses the importance of robust community management of the risk posed by these individuals becomes paramount.

The RMA's finances have been well managed throughout the year and I would wish to thank the members of our Audit Committee for the detailed scrutiny that they provide and to particularly thank our Director of Corporate Services, Paul Keoghan, for his outstanding stewardship of our resources.

The end of the 2019/20 financial year has seen the Covid 19 impact on every aspect of society. Within the RMA our contingency plans have been implemented and have proven to be robust.

I am grateful to our staff for their dedication and flexibility and to our partner agencies who have worked to ensure that collectively we continue to discharge our responsibilities, albeit in a set of circumstances which none of us could have envisaged.

I trust that you find the annual report useful and informative

David Crawford

David Crawford

Convener

Chief Executive's Commentary

I am delighted and humbled to introduce our annual report as Chief Executive and Accountable Officer of the Risk Management Authority (RMA.)

During this year of significant change in the RMA we have continued to deliver our business plan objectives and responded to requests by our key partners to support the development of policy and practice. The annual report provides a summary of our performance over the past twelve months.



Mark McSherry
Chief Executive

We have continued to develop methods of assessment to help those in justice social work, police and prison undertake evidence based risk assessment. Following on from our publication of the Literature Review - a review of the risk posed by internet offenders (2018) we have begun working with justice partners on the scoping of a long term study on the assessment of those convicted of online offending. We have also contributed to the ongoing review of the programme for those convicted of sexual offending in Scotland.

Following the tragic murder of Craig McClelland, we have worked intensely with the Scottish Government and Scottish Prison Service to develop a method of assessment for those being considered for Home Detention Curfew. As a result, the approach was introduced in December 2019 following our joint training with SPS of Deputy Governors and those using the method of assessment. We look forward to this method being evaluated and further developed in the future.

This year we published an updated version of the Risk Assessment Tools Evaluation Directory (RATED). The fourth edition of RATED includes references to thousands of publications that have informed the development of over 70 risk assessment tools. This directory is intended to provide those in the field with access to the evidence that has informed these tools and I am grateful to Selina who led on this substantive update. Within RATED we have also considered the applicability of validated risk assessments to the relevant protective characteristics, where the empirical research is available.

On education we have continued to develop, deliver and evaluate training provided with our key partners in justice social work, Police Scotland and within the Scottish Prison Service. We have also begun to evaluate the impact of this in practice and this will inform future developments in the forthcoming years to consider how we support those who are involved in the management of complex and seriously harmful behaviour by developing individualised formulations and risk management plans.

The RMA has a legislative duty to promote effective practice and we have continued to support our partner agencies by providing inputs to a range of national working groups, with Ian and Julie committed to providing helpdesk support and the mentors event with Justice Social workers.

In relation to the Order for Lifelong Restriction, this year we have evaluated an increased amount of amended risk management plans following the training provided to SPS case managers. Both Ross and Emma have led the delivery team who have diligently continued to approve initial risk management plans and review their implementation annually. We have also begun discussions with Parole Board Scotland on how we ensure that the Risk Management Plan is central to decision making.

We were delighted to welcome Katie and Rebecca to our research team, led by Rachel and have begun the process of developing our research strategy and laying the foundations for future research. This is a key strategic objective in the forthcoming years to provide a better understanding of the complex profile of those subject to the OLR, their risk management, progress from custody into the community, as well as the impact of seriously harmful behaviour.

On this, I have begun discussions with Rape Crisis, Scottish Women's Aid, ASSIST, Safe Lives and Victim Support Scotland. I am hopeful that from these initial conversations we can work collaboratively to raise the standard of victim safety planning and consider how survivors are provided with information in relation to the OLR.

This year has been a significant year of change within the RMA, with our previous Chief Executive, Yvonne Gailey retiring in August. I am grateful to Yvonne for all that I have learned from her over the years and the support and leadership she has provided to the RMA. I would also like to thank our Board and Convenor who have given me and the team with such brilliant support during this period of transition.

For the past three months we have responded to the COVID-19 emergency and relied heavily on the work of our Director of Corporate Services in ensuring that we maintain business continuity. I want to pass on my thanks to Paul Keoghan for his diligence over the years in preparing the RMA to be able to respond to such an emergency and his support over the last few months in implementing our response. I also want to pay tribute to our Head of Risk Practice, Geoff Tordzro-Taylor who has been such a committed leader of the RMA teams and an enormous source of support to myself.

The Criminal Justice (Scotland) Act 2003 sets out the legal parameters of how the RMA will function but it is our committed, resilient and compassionate people who translate this into practice. During the last couple of months, they have been outstanding in supporting each other and in getting the job done in unusual and trying circumstances. Whilst there has been physical distance in recent months, it has brought us all the more closer as a team.

As the new financial year begins, we are in the process of advertising a number of positions to support the development of methods and policy and the oversight of the OLR. I look forward to reporting on progress we make in laying the foundations of our future strategic direction. In the meantime, I hope you will enjoy reading about our achievements and progress in 2019-20.

Mark McSherry

Mark McSherry
Chief Executive

18 August 2020

What we do

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

We advocate an ethical and evidence-based approach to risk assessment and management. A key element of this is based on FRAME - a framework for risk assessment, management and evaluation.

We provide education and training in relation to the assessment and management of risk; and we have a statutory duty to give advice and make recommendations to Scottish Ministers.

FRAME is a shared approach to practice generally by justice agencies in Scotland, but we also have a particular responsibility in relation to the risk assessment and management of serious violent and sexual offenders. We approach this responsibility in many ways, but notably through our support to those involved in the Multi Agency Public Protection Arrangements (MAPPA). We work closely with organisations such as the Scottish Government, Police Scotland, Justice Social Work Services, Scottish Prison Service and the National Health Service to promote effective policies and practices that reflect the standards we set.

We provide education and training in relation to the assessment and management of risk; and we have a statutory duty to give advice and make recommendations to Scottish Ministers. To support evidence-based practice we also carry out, co-ordinate and publish research.

We have specific responsibilities in relation to the Order for Lifelong Restriction (OLR). This sentence provides for the lifelong risk management of individuals who pose the greatest risk of seriously endangering the safety of the public at large. Such a life restricting sentence requires robust mechanisms to ensure that it is only applied when necessary and managed appropriately.

We accredit professionals who have gathered exceptional expertise in the field of risk assessment, so they can advise the High Court in cases where it is considering imposing an OLR.

These assessors only attain RMA accreditation after demonstrating that they meet a set of criteria and competencies, and they must produce risk assessment reports that are consistent with the RMA's standards and guidelines.

Each person subject to an OLR requires a risk management plan to be prepared and updated for them. This serves the dual purpose of protecting the public at large; and affording the individual with opportunities to reduce their risk.

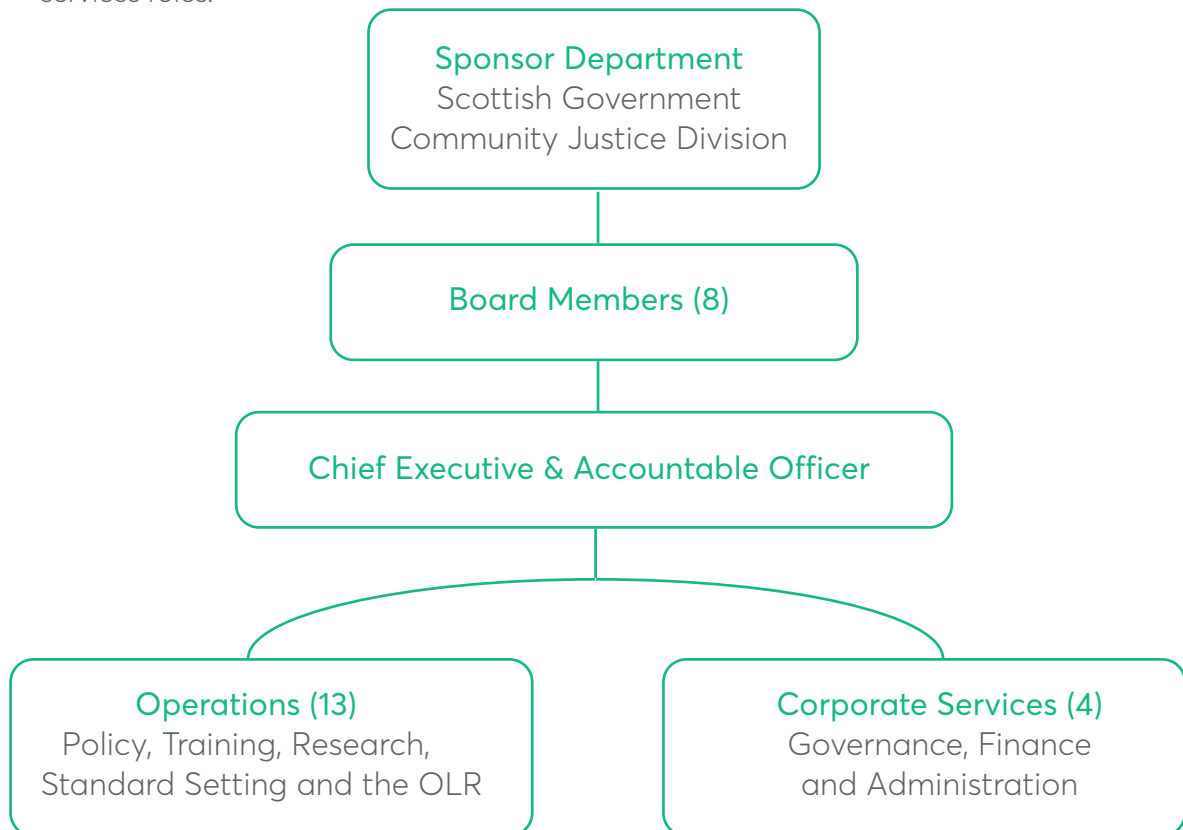
The RMA has a duty to approve risk management plans that meet our standards and to reject and advise on plans that are not sufficient. We then seek annual assurances that the plans are being implemented as intended.



Corporate Structure

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

The RMA has a small structure of 18 permanent staff in operational and corporate services roles:



Risks & Uncertainties

The RMA uses active and alert risk management to systematically identify, record, monitor and report risks, which then allows for actions to be taken to mitigate those risks.

The RMA is committed to supporting a culture of effective risk management whereby appropriate procedures which focus on the achievement of organisational aims and objectives are embedded within the organisation. The Accountable Officer has overall responsibility for risk management and the RMA Board, through its Audit & Assurance Committee, has responsibility for risk management arrangements. The RMA Management Team has day to day responsibility for the systems of internal control, including risk management controls.

The risk register is reviewed regularly and currently contains 27 risks of which 13 are categorised as operational risks and 14 as corporate risks.

Prior to Covid-19 the RMA was managing 1 very high risk, 9 high risks, 12 medium risks and 5 low risks. The very high risk concerns changes to OLR demographics which could present significant challenges to RMA processes and resources. Treatment plans, including the development of a targeted stakeholder communications strategy and establishing governance protocols with local authorities, are expected to reduce the likelihood of this risk significantly over the next twelve months.

As with all organisations Covid-19 had a profound impact on the RMA and the risk register was subsequently reviewed in light of this worldwide pandemic. This review resulted in a significant shift in the risk levels being managed to 4 very high risks, 9 high risks, 9 medium risks and 5 low risks. The three additional very high risks relate to:

1. Risk of Business Interruption – The RMA envisages it will have to maintain a state of high risk of business interruption until such time as the symptoms of the Covid-19 become manageable.
 2. Insufficient Funding to fulfil statutory functions – The worldwide economic impact of Covid-19 is significant and challenges are expected to existing funding arrangements.
 3. Delivery of Training Courses – It is assessed the risk to the delivery of training courses is very high as the delivery model is based upon physical attendance. In response to this risk the RMA will aim to convert current courses to an online delivery model.
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Performance Analysis

Risk Management Authority contributions to justice outcomes and priorities.

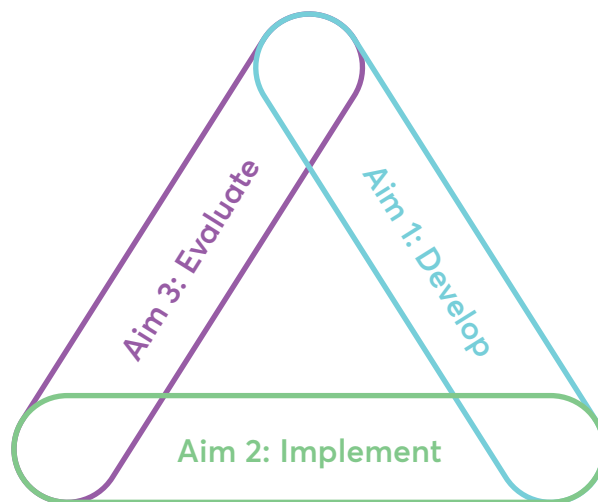
Justice Outcomes	We live in safe, cohesive and resilient communities	Prevention and early intervention improve wellbeing and life chances	Our systems and interventions are proportionate, fair and effective	We deliver person-centred, modern and affordable public services
Justice Priorities	We will work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

Business Plan 2019-20

Each year the Board approve Business Plan objectives that contribute to achieving the RMA's Corporate Plan.

Our Corporate Plan was developed in alignment with our statutory functions as well as National Outcomes and the Justice Strategy for Scotland. It contains three strategic aims that are interlinked to describe how the RMA's strategies develop, implement and evaluate risk practice.

Results against the RMA Business Plan 2019-20 demonstrate progress against our objectives and Corporate Plan strategies. The RMA works closely with justice partner agencies to promote effective practice and work towards the shared goals of making Scotland safer.

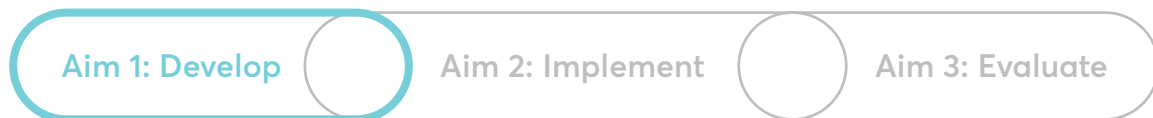


Results against Business Plan objectives 2019-20

Strategic Aim 1: Develop

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

Development of practice is achieved through the setting of standards, guidelines, policy frameworks and practice research.



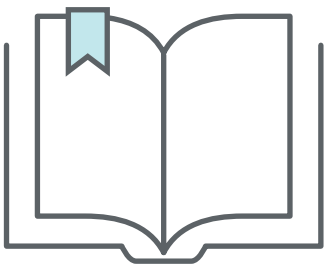
Development of OLR Research

The RMA has undertaken work to review the data we hold in relation to the OLR. This has included reviewing historical datasets and considering the implications that changes to practice may have for data collection.

The RMA have also held discussions with external academic colleagues undertaking research and those with an interest in research relating to the OLR.

Developing OLR research is linked with the development of Research and Development Strategy as well as the OLR case management system.

Publish updated version of the Risk Assessment Tools Evaluation Directory (RATED)



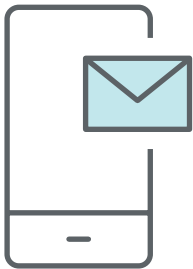
The RMA published the latest edition of the Risk Assessment Tools Evaluation Directory (RATED) in September 2019.

Containing a review of seventy-four tools, designed to assess various types of offending from intimate partner violence and stalking, to internet offending and violence, RATED helps practitioners to select and apply risk assessment tools appropriately.

Full details are provided on page 25 of this report. RATED is free to access and download from the RMA website.

www.rma.scot/research/rated

Development Project: Internet Offending



The project consists of three phases: development, implementation and evaluation. The RMA have been working on the development phase. This has involved creating a project plan, refining the draft practice model and guidance for assessors, and forming a project board.

The project board will consider the final stages of development before piloting this model. The board consists of representatives from the RMA, Police, Social Work, SPS, Academia and Scottish Government.

Conduct review of RMA Research and Development strategy

Work has been undertaken to map the legislation to existing research activities as well as identifying areas for development across the short, medium and long-term.

This has led into business planning objectives for 2020-21 which relate to setting up a research management manual that establishes how the RMA conducts research, from an idea all the way through to dissemination.

This will also involve aspects such as RMA research standards, publication standards, coding and naming framework and a research strategy. The aim of this work is to establish consistency, high quality research, and long-term stability.

Strategic Aim 2: Implement

The RMA will support partner agencies to deliver risk practice

Support is provided through learning and training opportunities, the provision of advice and guidance and our support to the implementation of initiatives.



Delivery of risk practice training

The RMA delivers a three day risk practice course to Justice Social Workers, and a two day course to Offender Managers within the Police. This is aimed at providing delegates with the necessary skills to assess and manage offenders who present a risk of serious harm and are subject to multi agency arrangements.

During 2019-20 the RMA delivered one Risk Practice course to twenty four criminal justice social work practitioners and two Risk Practice courses to a total of forty three Police offender management officers. A course scheduled to take place in March 2020 was unfortunately cancelled due to COVID-19 and will be rescheduled. Full details of the training provided are contained on page 22 of this report.



Provide support, advice and guidance for social work practitioners, services and national groups in the use of the LS/CMI method and IT system

The RMA responded to 252 queries via the LS/CMI Helpdesk; participated in quarterly meetings of the Working Group and meetings of the System Change Board; administered 7 change LS/CMI change requests; concluded a review to update the LS/CMI Scoring Guide used in training and facilitated an event involving 45 mentors from across the country.

Accreditation of risk assessors

Assessors are accredited by the RMA to produce Risk Assessment Reports that assist the High Court in its consideration of whether or not an Order for Lifelong Restriction should be imposed. In 2019-20 the RMA accredited four existing assessors, providing a cohort of fourteen assessors available to high court judges.

Approval of initial risk management plans

Legislation requires the RMA to approve the Risk Management Plan for each offender sentenced to an Order for Lifelong Restriction within nine months of the date of sentence. Over the course of 2019-20 the RMA received 18 initial risk management plans from Lead Authorities. The RMA subsequently approved all 18 within the statutory timescale.

Approval of amended risk management plans

Amended risk management plans are submitted by Lead Authorities to the RMA where there is a significant change or change in lead authority. Over the course of 2019-20 the RMA received 43 amended risk management plans and 1 revised amended risk management plan.

Delivery of Formulation and Risk Management Plan workshops

The RMA looked to build upon the delivery of Risk Practice Course by providing specific workshops for practitioners. A workshop was delivered on formulation to Glasgow MAPPA practitioners. Future identification and delivery of these types of workshops will follow the evaluation of post-training RMP's. This will provide evidence of areas to target through specific workshops.

Development and Implementation of an engagement strategy for Local Authorities

In 2019-20 the RMA sought to develop an engagement strategy to inform how we provide guidance and support to local authorities.

The overall purpose of the strategy is to assist local authorities in fulfilling their role and functions as Lead Authorities for OLR cases. It is anticipated that this need will become more prevalent as more individuals progress through their sentences, leading to expected increases in the number of OLRs managed by justice social work services.

The engagement strategy aims to support readiness for this scenario including lines of communication between local authorities and RMA; an online package of relevant information and guidance; and new staff procedures.

A report was produced that details the current processes and recording system for progression cases from closed conditions to community. A set of recommendations, engagement strategy and delivery plan were produced and reviewed by the RMA management team and Board. These will be further refined and implemented in 2020-21.

Strategic Aim 3: Evaluation

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

Practice is assessed by producing evaluation reports and undertaking quality assurance processes to identify opportunities for continuous improvement.



Continuous improvement of the Multi Agency Risk Management Plan

A requirements log has been maintained that includes all the feedback provided on the RMP form. Discussion on the RMP in its current format has commenced internally prior to future external engagement. RMA Board members have provided feedback on the RMP template. Following a process of internal feedback and discussion there will be an effort to form an external working group to consider the implications of this across justice partners.

Measurement of Risk Practice Training outcomes



In 2019-20 the RMA sought to develop a package of post-training support for practitioners, to guide them in their completion of Risk Management Plans. This model seeks to provide greater depth of evidence for future evaluations on the impact of our training within practice.

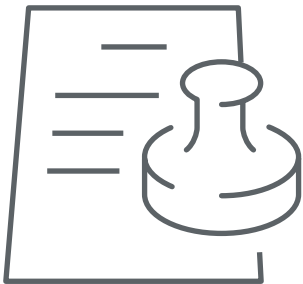
Work on this objective commenced by updating materials for the risk practice course for social work. An evaluation measure and guidance was developed to support a consistent approach to post-training evaluation.

Following the delivery of risk practice training in October 2019, the package of post training support was implemented. The deadline for post-training RMP submission was April 2020 and has therefore been impacted upon by the COVID-19 situation. Flexibility and realism has been the RMA approach to delegates affected by this. To date there have been five RMPs submitted for evaluation.

The RMA will look to build upon this new process by expanding the delivery of post training support in 2020.

Review annual implementation of Risk Management Plans

Under the Criminal Justice (Scotland) Act 2003 Section 9(4) states the Lead authority is to report annually to the RMA as to the implementation of the risk management plan.



Over the course of 2019-20 the RMA received 166 reports from lead authorities on the implementation of plans, of which 117 were reviewed.

The legislation further provides that where RMA considers that the lead authority or any such other person is failing, without reasonable excuse, to implement the plan in accordance with those functions, the RMA may give direction to the lead authority or, as the case may be, the person as to the implementation of the plan.

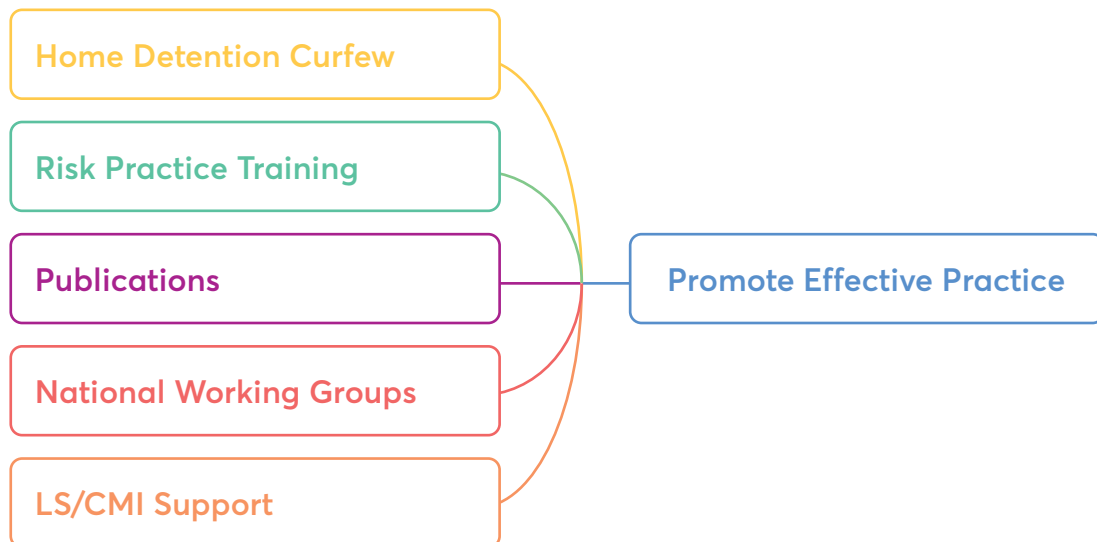
The lead authority and the person must comply with such directions. The RMA can report it did not have to issue any such directions over the course of 2019-20.

Promoting Effective Practice

A key aspect of the RMA's work concerns its statutory function to promote effective practice.

The RMA undertakes this function in a number of ways, including publishing standards and guidelines, delivering risk practice training, carrying out research; and engaging with stakeholders across the justice system in Scotland.

This year the RMA contributed to the promotion of effective practice through the following key processes.



Home Detention Curfew

Following the tragic death of Craig McClelland, the RMA were involved with Justice agencies in reviewing the assessment process for those being considered for Home Detention Curfew. (HDC) Working closely with the Scottish Prison Service and the Scottish Government, we drafted options and presented them to the HDC Guidance & Governance Group. In collaboration with SPS and SG a significant project was undertaken to produce a revised HDC structured decision-making model incorporating the risk practice principles of FRAME.



Home Detention Curfew (HDC) structured decision-making model developed

This revised model includes comprehensive information-gathering, analysis of risk, and a decision matrix to guide and support practitioners. The new process includes a structured decision-making model, guidance for staff, and is intended to support evidence based, defensible decision-making.



Following multi-agency agreement on the approach, work was undertaken collaboratively with SPS to design and deliver training to SPS Unit Managers. This aimed at enhancing knowledge and confidence on the implementation of the revised model. Feedback from the training was positive and the RMA looks forward to this approach being evaluated and further developed by SPS.

Risk Practice Training

Social Work / Police

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

The training is designed to provide a grounding in the principles and processes that should be evident when assessing and managing risk of serious harm; and aims to increase practitioner confidence and competence in applying these principles in practice.

Over 2019-20 we have continued to deliver training to Criminal Justice Social Workers and Police Offender Management Officers, providing:

- A three day course for Justice Social Workers
- A two day course for Police Offender Management Officers

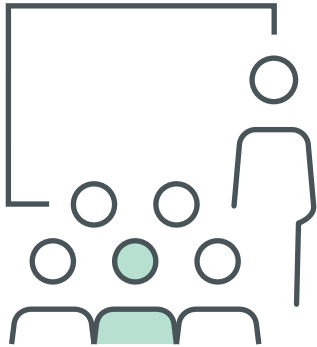
During 2019-2020, the RMA delivered one course to twenty four Justice Social Work practitioners and two courses to forty three Offender Management Officers. A Justice Social Work course scheduled to take place in March 2020 was unfortunately cancelled due to the COVID-19 situation and will now be rescheduled in 2020-21.

A review of the training delivered found that every participant increased their knowledge across the course. Feedback on the trainers and on the quality of the training provided has continued to be very positive:

"Concise and to the point, breaking down content to manageable sections to achieve overall understanding"

"They clearly know the subject and explained everything in a way that was relevant to my role"

"Relaxed atmosphere and were keen to help and explain"



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Police Officers trained

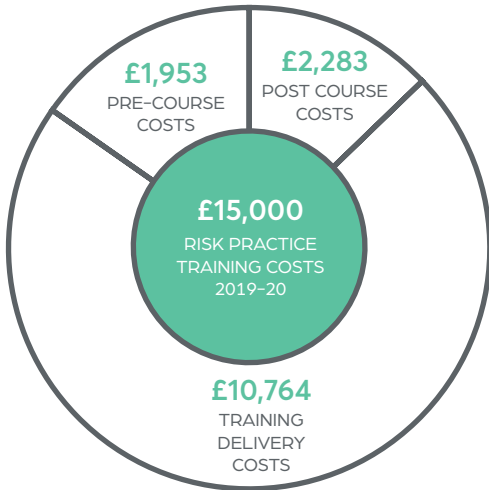


1

Risk Practice courses delivered

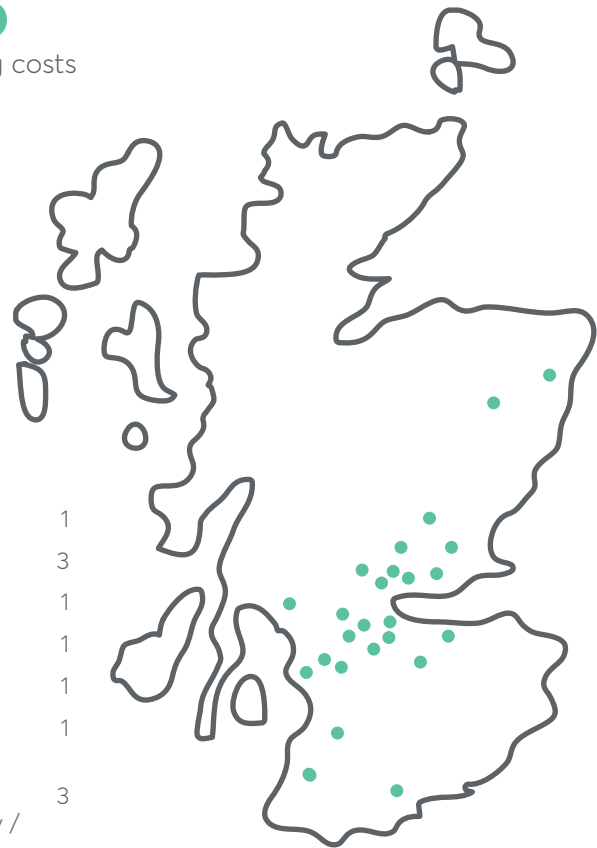
2

Police Risk Practice courses delivered



1.2%

of net operating costs



24

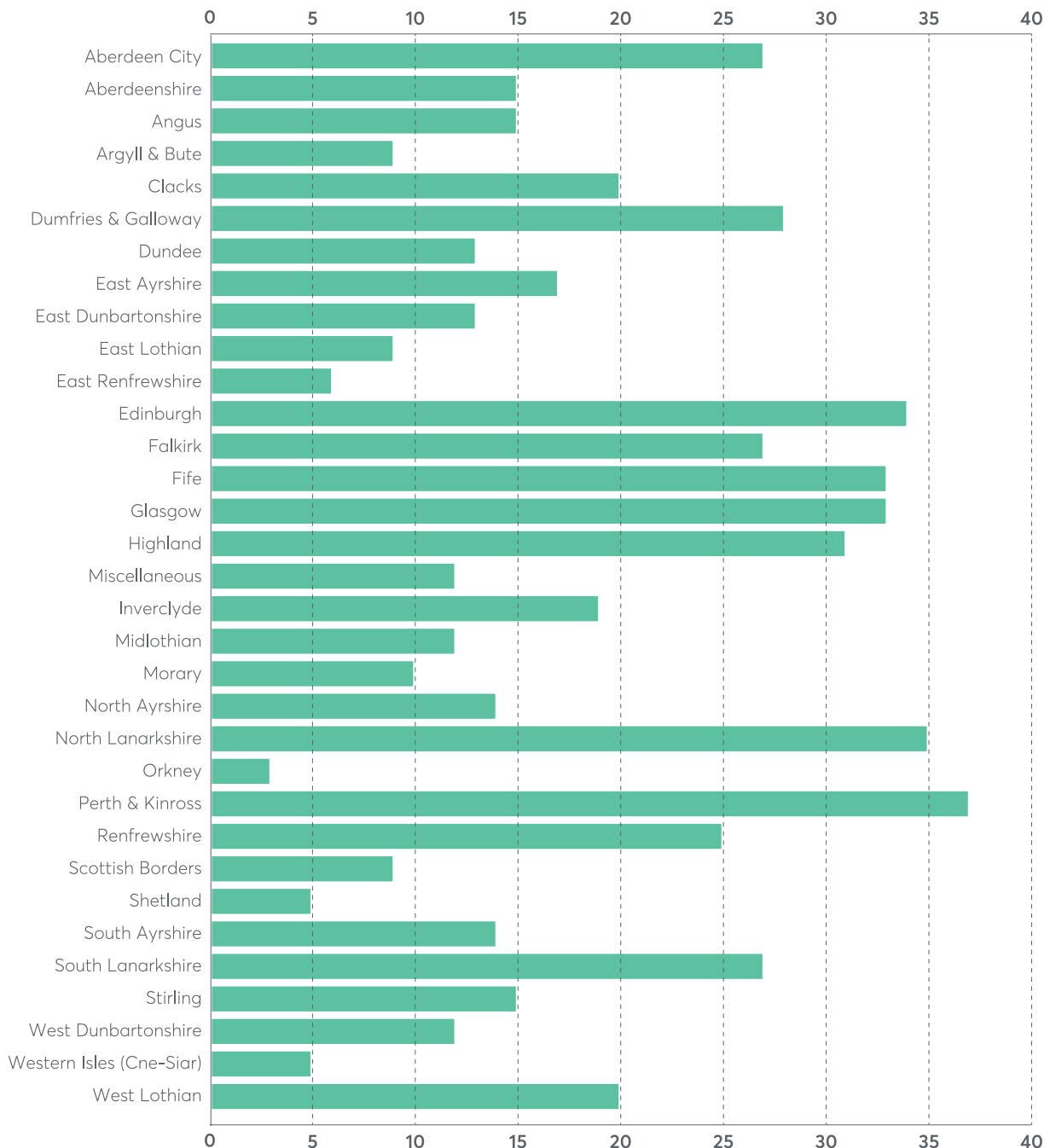
Social Workers trained

Glasgow	1	East Ayrshire	1
Midlothian	1	Aberdeen City	3
Edinburgh	2	Fife	1
West Dunbarton	2	Clacks	1
Dumfries & Galloway	1	Falkirk	1
Aberdeenshire	3	East Dunbarton / Low Moss	1
West Lothian	1	Perth & Kinross / HMP castle Huntly / HMP Perth	3
North Lanarkshire	1		
South Lanarkshire	1		

Summary of training (August 2015 to March 2020)

Since commencing training in 2015, the RMA has delivered 28 Fundamentals of Risk Practice training courses to a total of 592 justice social workers. A breakdown by local authority is provided in the chart below¹

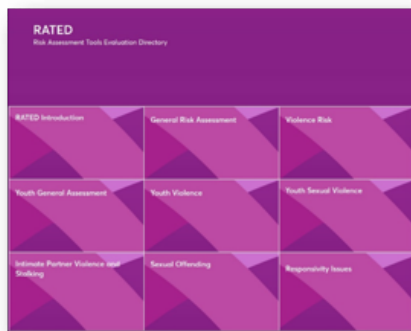
Number of Delegates trained per Local Authority



¹ Miscellaneous is made up of delegates from Community Justice, MAPPA coordinators, RMA staff and police Scotland.

Publications

Risk Assessment Tools Evaluation Directory RATED



In 2019-20 the RMA conducted a comprehensive review and update of the Risk Assessment Tools Evaluation Directory (RATED) which was published on the RMA website in September 2019. RATED forms a key element in how we promote evidence based risk assessment and management practice.

RATED is a guide intended to assist practitioners identifying and applying appropriate risk assessment tools. RATED includes information on several tools related to responsivity considerations including personality or development. RATED also helps to keep researchers updated about the most recent tool developments.

Rated aims:

- To provide relevant research and information on each assessment tool included in the directory. This includes (but is not limited to) tool purpose, current research base and appropriate application considerations.
- To provide an impartial and factual account of the strengths and limitations of each tool.
- To provide support for assessors to consider when applying a tool as part of a holistic risk assessment process.

RATED complements the RMA's Standards and Guidelines by highlighting the importance of ensuring that risk assessment and management practices do not disadvantage those with protected characteristics. This is entrenched within the Equalities Act (2010), which attributes 'equalities duty' upon public sector organisations. The purpose of this approach is to recognise differences based on protected characteristics and to tailor services accordingly. RATED provides information on each tool's current research across several protected characteristics.

RATED contains seventy-four tools, grouped into eight categories. The tools are designed to assess various types of offending, from intimate partner violence, stalking, internet offending and other sexual offences; to those intended to measure violence and general risk of offending. Three categories of tools are intended to assess the risk of youth offending; and there is also a category dedicated to 'responsivity issues,' encompassing tools intended for personality, neurodevelopmental and other mental disorders.

This publication of RATED was developed following consultation with risk assessment tool authors from across the globe and we are very grateful to them all for their contributions.



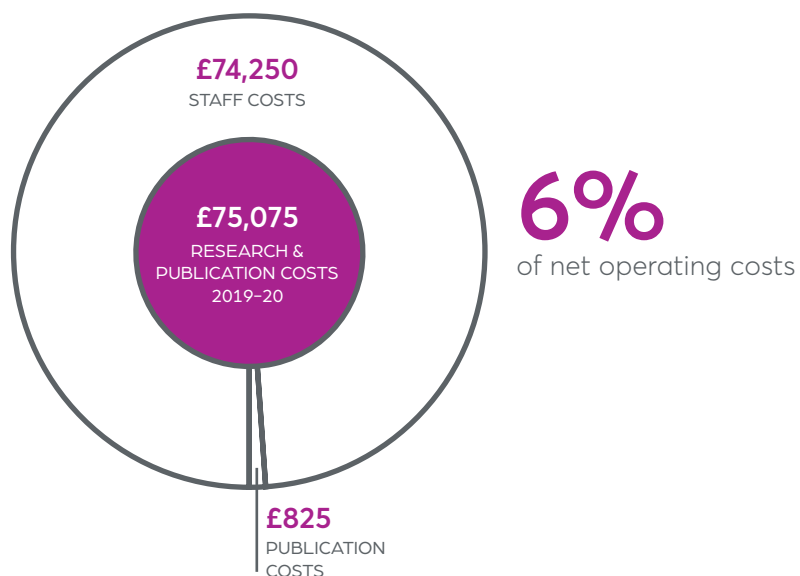
RATED is available on the RMA website.



Throughout 2019-20 the RMA worked in partnership with colleagues from Australia's Catalyst Consortium for Research Excellence in Reducing Persistent Violence and Sexual Offending. The

Catalyst Consortium have developed a project to utilise the RMA's evaluation method and framework contained in RATED to produce an Australian adaption of the directory, focusing on studies relevant to Australian offending populations. Aus-RATED was published in January 2020.

Research & Publication Costs



National Working Groups

In 2019-20 the RMA supported a number of national development and working groups. Throughout the year RMA staff also provided advice and contributions to a range of stakeholders; delivering inputs at conferences, seminars and development days.

Group	Purpose	RMA contribution
Home Detention Curfew: Guidance and Governance Group	The Home Detention Curfew (HDC) scheme provides a managed transition from prison to community for offenders serving short sentences. This group reviewed Inspectorate recommendations to support changes to the HDC Operating Protocol.	Advice, review of guidance and collaboration on producing a structured decision-making model within the revised process.
MAPPA National Strategy Group	The Multi-Agency Public Protection Arrangements (MAPPA), are a set of statutory partnership working arrangements introduced in 2007. The Strategy Group involves the Chairs of each MAPPA Strategic Oversight Group in Scotland.	Internet offending literature review presentation and practice model proposal. Ongoing input to discussions.
MAPPA Development Group	Oversees development of MAPPA in Scotland including MAPPA guidance, ViSOR, training, and inspection recommendations.	Provided updates on the delivery of the risk practice courses. Contributed to the review of MAPPA guidance. Ongoing input to discussions.
MAPPA Coordinators Group	Remit includes sharing and developing practice across MAPPA practitioners as well as developing consistency across agencies.	Inputs on quality assurance and internet offending literature review. Provide advice on gender-specific licence conditions. Involved in discussions around MAPPA chairs training.
Social Work Scotland (SWS) Justice Standing Committee	The Committee works to influence and shape legislation and policy relating to justice social work service delivery; to provide strategic leadership to the sector; to support the development of our workforce using evidence based approaches; to foster a culture of continuous learning and improvement and to promote the unique role, value and contribution of justice social work.	Input on internet offending literature review and risk practice training.

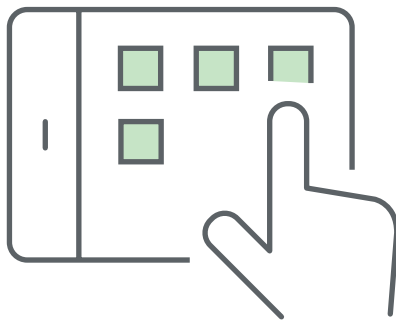
Group	Purpose	RMA contribution
SWS Adult Justice Throughcare Practice Network	Group for prison and community based social work managers.	Input on internet offending literature review.
Moving Forward Making Changes (MFMC): Revision. Advisory Board	Consider future flexibility and sustainability of the programme. Oversee the production of a revised MFMC programme to effectively meet needs of custody and community.	Advice, guidance and integration of work from relevant workstreams.
Moving Forward Making Changes (MFMC): Revision. Risk Assessment Workstream	Review existing risk assessment methods for individuals convicted of sexual offences. Identify a suitable approach for the revised programme. Consider the assessment of internet offenders.	Chair this workstream. Established a sub-group to specifically consider internet offending.
Moving Forward Making Changes (MFMC): Revision. Data Workstream	Consider future data requirements of revised programme. Focus on the measurement of outcomes and treatment requirements. Establish a dataset for the revised programme linked to programme delivery and structure and provides evidence of impact. Ensure the psychometrics used are evidence-based and underpinned by a robust logic model	Provide advice and guidance relevant from the risk assessment workstream.
LS/CMI Working Group	Oversees development of LS/CMI method and system, bringing together representatives from the RMA, Social Work Scotland, the Scottish Prison Service, Community Justice Scotland and the Scottish Government	Provide guidance on matters under the remit of the RMA; Review, quality assure and develop the Analysis of Offending and Risk of Serious Harm/ Risk Management Planning content; Provide analysis and evaluation of LS/CMI data; Management of Change Control Process.
System Change Board	Promotes consistent use of the LS/CMI method between prison, community and MAPPAs. Decision making body which considers changes to the overall LS/CMI system (which incorporates the LS/CMI, MF:MC and Caledonian system)	Ongoing input and contribution to LS/CMI IT system updates and development and management of the change control process.

Group	Purpose	RMA contribution
LSCMI Centralisation Project Board	Governance of the project to create a single, national system for users of the LS/CMI, Caledonian and MF:MC	Provide advice and guidance based on experience supporting LS/CMI in practice. Providing resource for user testing.
Risk Matrix/ Stable and Acute 2007 Trainers group	Oversees development, co-ordination and implementation of Risk Matrix 2000 and Stable and Acute 2007 training.	Internet offending literature review presentation.
Forensic Network Research Special Interest Group (FNRSIG)	This is a multi-disciplinary group which includes Forensic Network partner organisations and NHS regions to support research within the network.	Providing updates in relation to ongoing or upcoming research projects.
National Youth Justice Advisory Group (NYJAG)	The key role of NYJAG is to provide a forum with representation from local authorities responsible for the implementation of youth justice practice along with representation from key partner agencies, including the voluntary sector, who have the responsibility for youth justice strategic development and practice implementation	Ongoing input to discussions.

Communications Channels

Website, Twitter and Mailing Lists

The RMA website, twitter and mailing lists are the RMA's key means of communication with stakeholders and practitioners. The levels of engagement achieved are illustrated below:



67,871

RMA website pages viewed, a 21% increase on the previous year

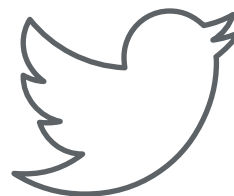


66%

UK visitors, 34% of visitors from the rest of the world, which demonstrates the international reach of our work

12,235

Visitors to the RMA website, a 50% increase in visitors from last year.



31%

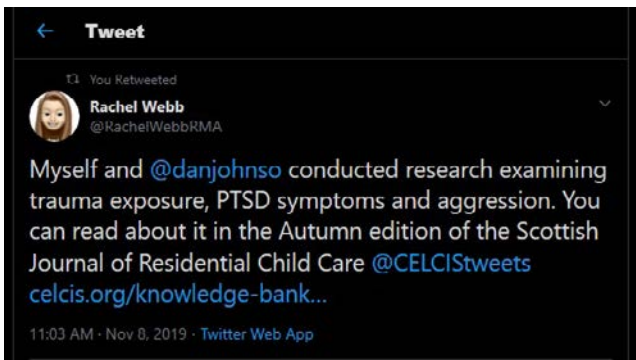
Increase in Twitter followers



9%

increase in RMA mailing list subscribers

Efforts have been made throughout the year to increase our use of twitter as a mechanism for sharing knowledge and advice. Staff now regularly provide updates and engage with justice agencies on social media:



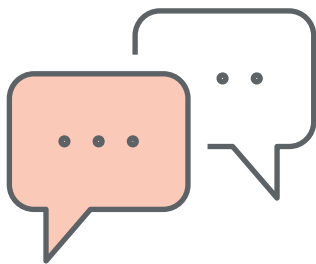
LS/CMI Support

Helpdesk / Mentors

The Level of Service / Case Management Inventory (LS/CMI) is a general offending risk / needs assessment and management planning method. The RMA plays a key role in supporting its use throughout Scotland.

Helpdesk

Over the last year the RMA helpdesk has responded to a total of 252 queries (163 from community-based social workers and 89 from prison-based workers).



252

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

Annual Satisfaction Survey

A short survey to help improve the helpdesk process was sent to all those who had contacted the RMA helpdesk for advice on LS/CMI matters over the course of 2019. The survey was sent to 106 individuals 39% of whom responded.

The results were overwhelmingly positive with 100% of respondents indicating they were satisfied with the advice given and speed of response from the RMA. Comments provided by practitioners who responded to the the helpdesk survey included:



"I did not feel as if I was being a burden, I felt that the person who responded to me had a genuine interest in my enquiry, and a great depth of knowledge."

"In my experience, the RMA helpdesk has always been available, helpful and effective, often going the extra mile to ensure that the issue is resolved or I am signposted to the relevant resource."

Online guidance and follow up support sessions

The RMA promotes the effective application and implementation of LS/CMI by providing online guidance and delivering follow up sessions for staff based in prisons and local authorities.

We delivered three follow up support sessions to practitioners from Aberdeen City, North Lanarkshire & Na h-Eileanan Siar and covered a variety of topics related to practice, team leader-related tasks and quality assurance matters.

Updates to online guidance available from the LS/CMI section of the RMA website were made during this period such as the addition of news items related to the Mentors Event 2020 and User Satisfaction Survey 2019. A new FAQ on reopening cases was added; and all materials from the Mentors Event 2020 were added to the mentors only section of the website.

Mentors Event 2020

The Risk Management Authority held an event for LS/CMI Mentors on the 7th of February 2020 in Glasgow. The event, facilitated by the Risk Practice Lead and Officer from the RMA's Development Team, included presentations by mentors from three local authority areas - Moray, Angus and Edinburgh - and the Risk Practice Lead from the RMA's Delivery Team.

Whilst the agenda for the day covered a variety of topics, the primary purpose of the event was to provide an opportunity for LS/CMI mentors from across the country to come together and share their experiences and learning on LS/CMI related matters.



A total of 45 LS/CMI mentors from across Scotland attended (representing 24/32 local authority areas and 6/15 prison establishments).

84% of attendees completed an evaluation. All agreed they found the event useful given their role as an LS/CMI mentor and indicated they would attend future events. The vast majority (84% of respondents) indicated they would put something new into practice within their service as a result of this event.

It was evident from comments provided by respondents that they had enjoyed the opportunity to meet and discuss practice with other mentors:

"The opportunity to network was really useful. Really useful to hear what other areas are doing in terms of practice/QA development." Social Worker

LS/CMI System Centralisation

The LS/CMI Centralisation Project Board was established in June 2019 to oversee the Scottish Government funded project to create a single, national system for users of the LS/CMI, Caledonian and MF:MC. The RMA are members of this board and with regular meetings throughout the year to establish the project documentation and plan The system development work commenced during this period to build the centralised system for the LS/CMI and MFMC systems. Communications have been sent to local authorities from the Project Team regarding pre-work, such as connectivity checks & data cleansing.

LS/CMI Working Group and Change Board

Three LS/CMI Working Group meetings were held during 2019-20 along with two National Change Board meetings. The frequency of Change Board meetings has been reduced since the Centralisation Project Board was established.

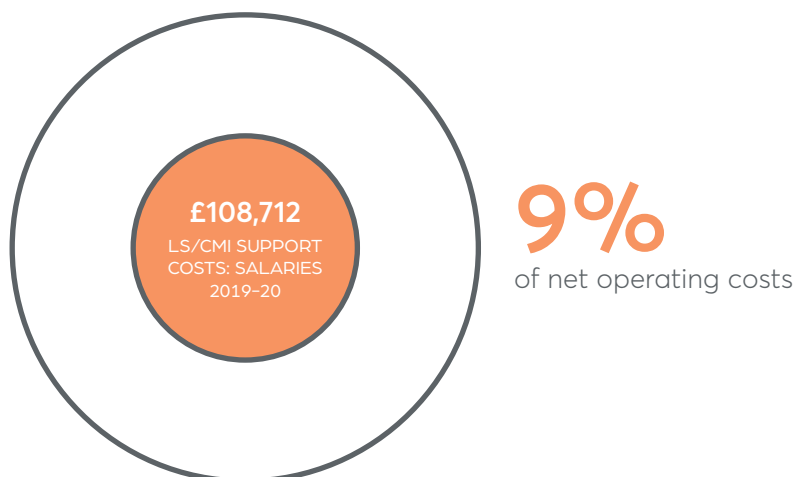
A total of 7 LS/CMI Change Requests were submitted to the LS/CMI Change Manager within the RMA to process during this period.

System review, content and guidance

A review of and amendments to the LS/CMI Scoring Guide were completed during the past year. These amendments were approved by both sub-group members of the LS/CMI Working Group and the owners of the original method, MHS in October 2019.

This work allows for the updated Scoring Guide, consistent with the content of the LS/CMI system, to be available for future LS/CMI training courses, which are be delivered by Community Justice Scotland.

LS/CMI Support Costs



Key Performance Indicators

The RMA identify 4 key performance indicators (KPIs) to measure the effective delivery of our statutory functions.

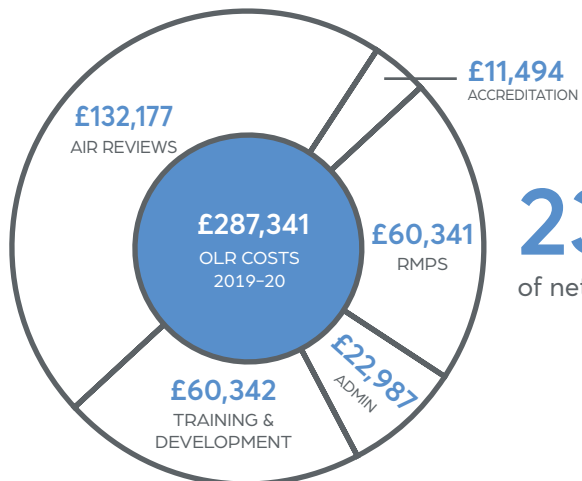
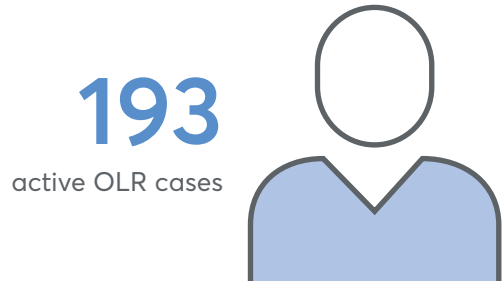
Reviewing our results against these measures helps us to manage our resources and maintain the delivery of services to a high standard.

KPI		Target	Result
1	OLR Risk Management Plans approved in accordance with statutory 9 month timescale	100%	100%
2	OLR Annual Implementation Reports: completion of initial evaluations within 6 weeks of receipt	85%	0%
3	Fundamentals of Risk practice training: delegates agree this training adds value to their work	85%	100%
4	LS/CMI Helpdesk: user satisfaction levels on advice and guidance provided	85%	100%

Note to KPIs:

1. Lead Authorities are required to submit a Risk Management Plan to the RMA for each OLR offender, within 9 months of sentencing. During 2019-20, the RMA supported Lead Authorities to achieve the approval of 100% of initial plans within the 9 month timescale.
2. Lead Authorities are required to report annually on the implementation of Risk Management Plans for OLR offenders. Throughout the year the RMA have been trying to reduce the number of AIR evaluations going beyond the deadline of 6 weeks post-receipt. These overdue AIR's were created due to staff moving roles, competing priorities and changing processes. However the number of overdue AIR's has significantly reduced and the expectation is to be in a better position to meet this KPI in 2020-21.
3. The RMA delivered Risk Practice training to Criminal Justice Social Workers and Police Offender Management Officers. Training evaluations showed that:
 - a. The material covered enhanced my knowledge and understanding of risk assessment and management practice: 100% (median response)
 - b. The course has equipped me to undertake an assessment of risk of serious harm and build a risk management plan: 100% (median response)
 - c. The skills I have learnt are relevant and easily transferable to my workplace: 100% (median response)
 - d. I would recommend this training to others: 100% (median response)
4. The RMA operated a helpdesk for LS/CMI practitioners, responding to 252 queries during 2019-20.

The Order for Lifelong Restriction



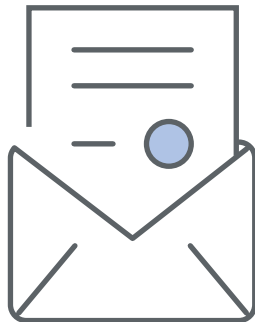
23%
of net operating costs

The Order for Lifelong Restriction

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 by allowing for a greater degree of intensive supervision to manage the risk that the individuals pose.

Imposing an OLR

In cases where the High Court considers that an offender may meet the set 'risk criteria', it will make a Risk Assessment Order (RAO). There are many offences which may lead the High Court to seek an RAO and, subsequently, impose an OLR. Other than an index offence of murder (where there is a mandatory life sentence) there are no exclusions to the offences that may be considered. If the High Court considers that an offender may meet the 'Risk Criteria', it will make an RAO.

**21**

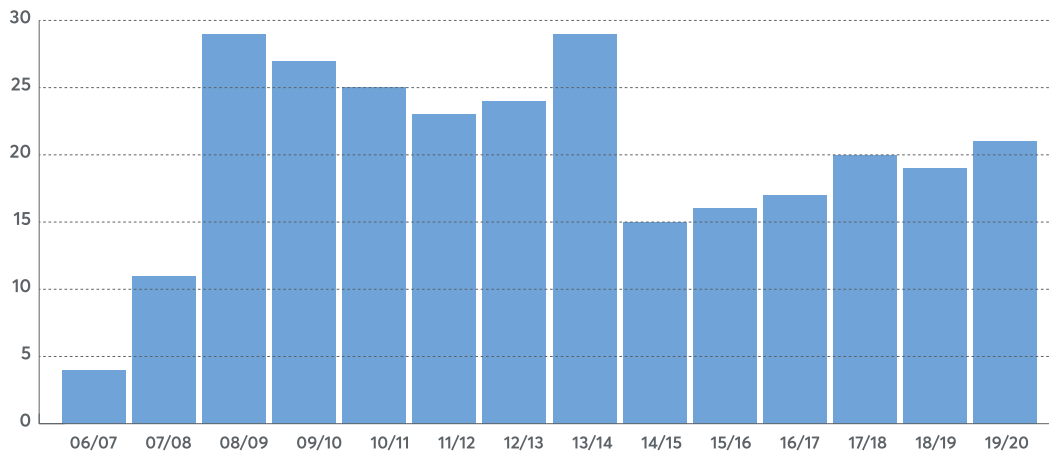
Risk Assessment Orders instructed

The Risk Criteria are that 'the nature of, or the circumstances of the commission of the offence of which the convicted person has been found guilty either in themselves or as part of a pattern of behaviour are such as to demonstrate that there is a likelihood that he, if at liberty, will seriously endanger the lives, or physical or psychological well-being, of members of the public at large.'

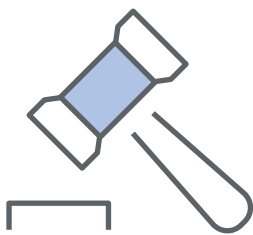
Some index offences which have led to a RAO include attempted murder, rape and sexual offences against children. However, RAOs have also been made in cases of index offences such as Breach of the Peace, Wilful Fire Raising and Theft. In these cases, the offence is considered part of a pattern of behaviour linked to violent or sexual offending.

Chart 1 shows number of Risk Assessment Orders imposed by the High Court to date.

Risk Assessment Orders made



When an Order is made an Accredited Assessor is appointed to produce a Risk Assessment Report. The Assessor has 90 days to complete the Risk Assessment Report (although this can be extended). This report provides an impartial professional opinion on risk, which assists the High Court in its consideration of whether or not an Order for Lifelong Restriction should be imposed. Having been accredited by the RMA, the Assessor should have regard to the Standards and Guidelines for Risk Assessment Report Writing (RMA, 2018). The Standards and Guidelines establish a series of mandatory elements which must be evident in the Risk Assessment Report.



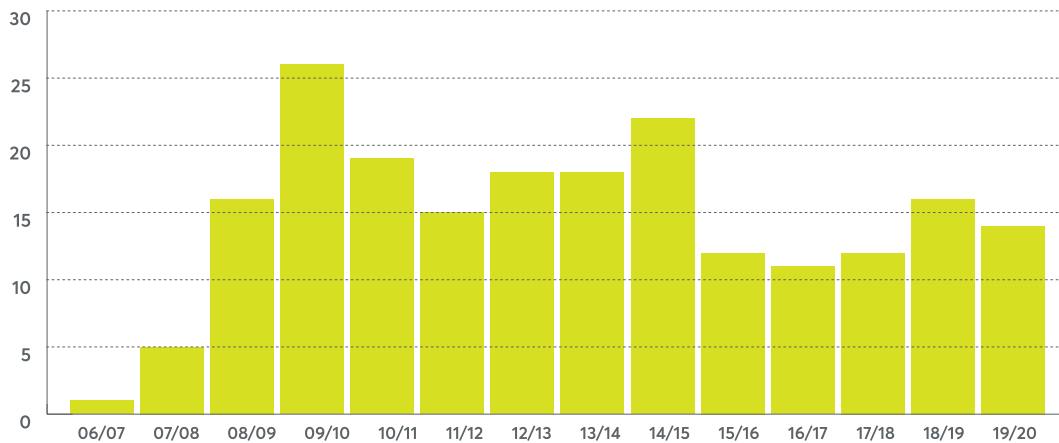
14

Orders for Lifelong Restriction issued

When the High Court imposes an OLR, they must apply a complex calculation to ascertain the Punishment Part. In basic terms, this involves the Judge first considering the determinate sentence which may have been imposed if the OLR had not. They then remove any element of public protection from that hypothetical determinate sentence. Finally, it is determined when a person could be released on parole, if they were serving a determinate sentence and the figure is adjusted. This is why the Punishment Parts associated with OLR sentences may, on the surface, appear disproportionate to the index offence associated with the sentence.

Chart 2 shows number of Orders for Lifelong Restriction imposed by the High Court to date.

Order for Lifelong Restriction imposed



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



66%

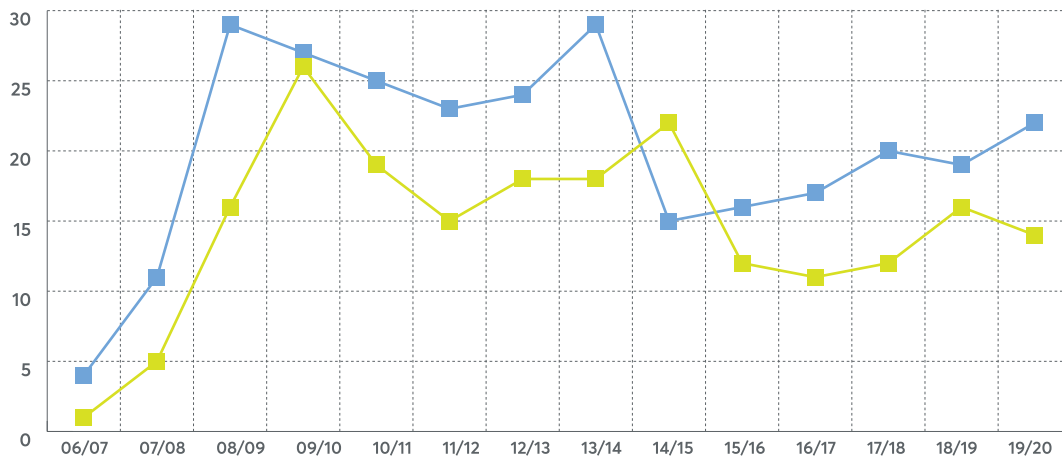
passed earliest date of liberation

On release an individual with an OLR would continue to be subject to a Risk Management Plan. As in any other circumstance where an individual is being managed in the community under license conditions, 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.

Since the inception of the legislation to 31 March 2020, there have been 284 Risk Assessment Orders made by the High Court. This has resulted in a total of 206 individuals being sentenced to an OLR; providing a conversion rate of 73%. Of those sentenced to an OLR, 7 individuals (3.4%) have successfully appeal the sentence.

Chart 3 below shows number of Risk Assessment Orders instructed against the number of Orders for Lifelong Restriction imposed by the High Court to date

RAOs made and OLRs imposed



OLR Management

Individuals with an OLR are managed by a Lead Authority. These are agencies with statutory responsibilities for the offender such as the Scottish Prison Service on behalf of Scottish Ministers, local authority social work services or health services providers. At 31 March 2020 there are 193 active OLR cases, spread across SPS (184), Local Authorities (6) and the NHS (3).



193

active OLR cases, spread across 184 SPS,
6 Local Authority and 3 NHS

The Criminal Justice (Scotland) Act 2003 outlines a number of statutory functions which the RMA has in relation to overseeing the management of OLRs. This includes approval of initial Risk Management Plans (RMP) prepared by Lead Authorities for each individual sentenced to an OLR. Thereafter the RMA will receive and review annual reports on the implementation of approved RMPs for all OLR cases. The RMA must also approve amended RMPs, which should be submitted when the Lead Authority considers significant change in the circumstances of the offender.

Risk Management Plans

Lead Authorities have a legislative responsibility to produce a Risk Management Plan (RMP) for approval by the RMA within 9 months of the OLR sentence being imposed. Legislation also requires that where the Lead Authority changes e.g. if the offender is released, or where the Lead Authority determines the current RMP is, or is likely to become, unsuitable to manage the individual, an amended plan should be prepared and submitted to the RMA for approval. Amended RMPs tend to be developed following a significant change in the circumstances of the offender e.g. for progression.

**46**

RMP's approved

In this reporting year, 62 Risk Management Plans were submitted to the RMA. The 62 plans consisted of 18 initial RMPs, 43 amended RMPs and 1 revised amended RMP.

The Risk Management Plan provides an assessment of the offender's risk, describing the measures taken to minimise that risk and how those measures are co-ordinated. Each RMP is evaluated against the Standards and Guidelines for Risk Management (RMA, 2016).

Annual Implementation Reporting

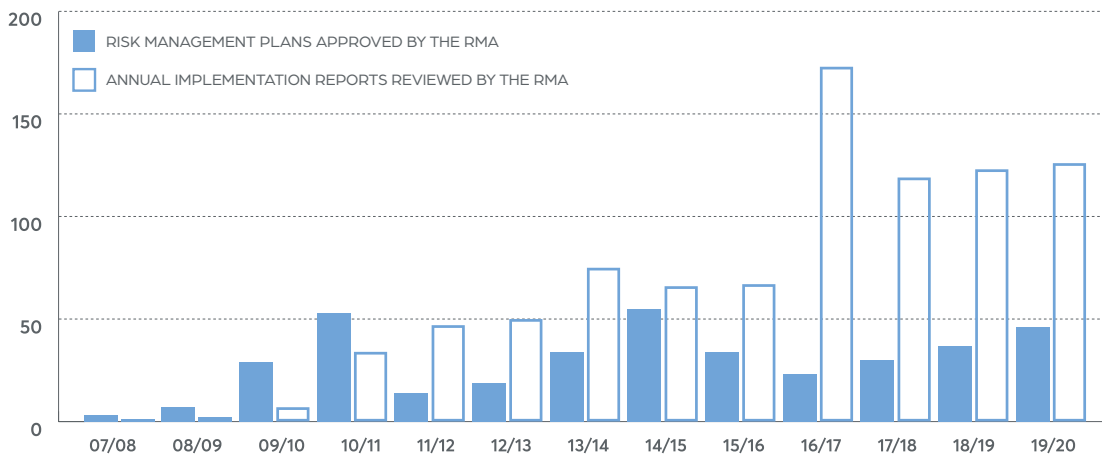
Legislation requires that Lead Authorities report annually, on the anniversary of the RMP approval, to the RMA on their implementation of all OLR Risk Management Plans. This reporting ordinarily takes the form of an Annual Implementation Report (AIR) which typically consists of a covering statement, a progress record and an updated RMP. The RMA consider the evidence of implementation provided in these documents, alongside the strategies in the approved RMP to discern that the plan has been implemented. The legislation also provides the RMA with the power to issue a direction to a Lead Authority if it is considered to be failing to implement a plan. The RMA reports that no directions were issued in this year.

Where the need to amend a RMP precedes the annual reporting date the submission of an amended RMP to the RMA for approval, is considered to be a report on implementation. As such, for every offender with an OLR, the RMA will evaluate at least one document relating to their management each year to ensure they are being managed in line with the legislation.

166 Annual Implementation Reports were submitted by Lead Authorities in 2019-20, of which 126 reports were reviewed by the RMA.

Chart 4 below shows number of Risk Management Plans Approved and Annual Implementation Reports review to date.

RMPs approved and AIRs reviewed



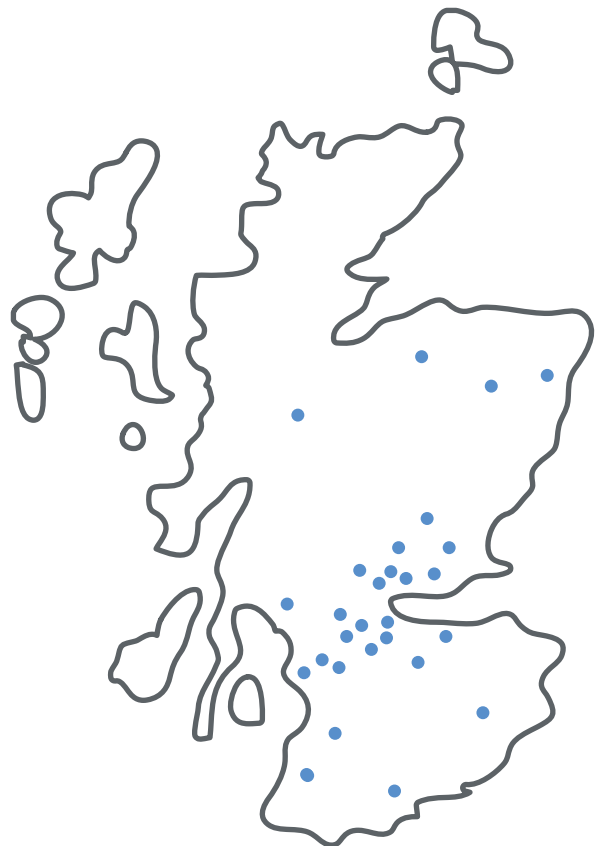
OLR Population Data

Distribution by Local Authority

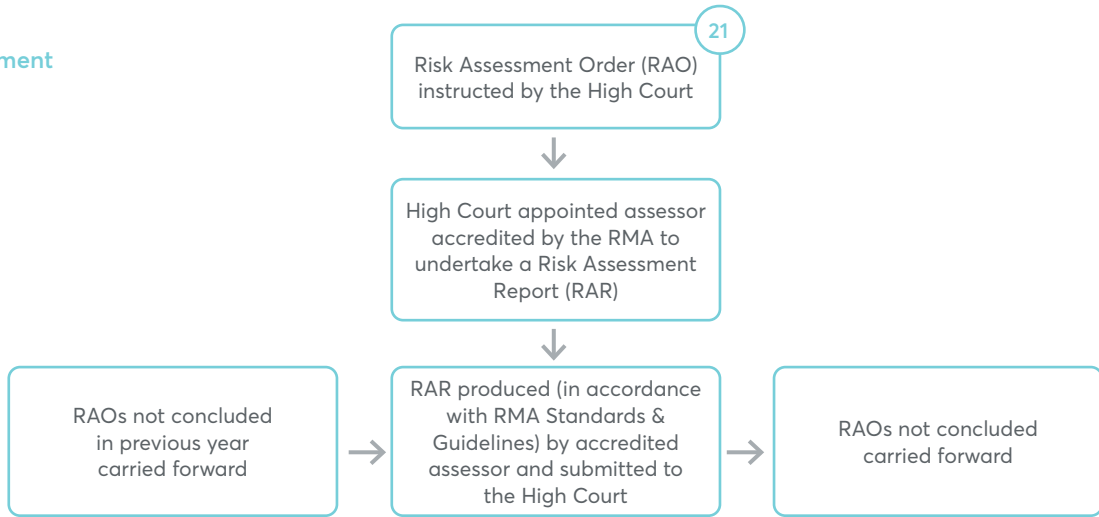


193
active OLRs

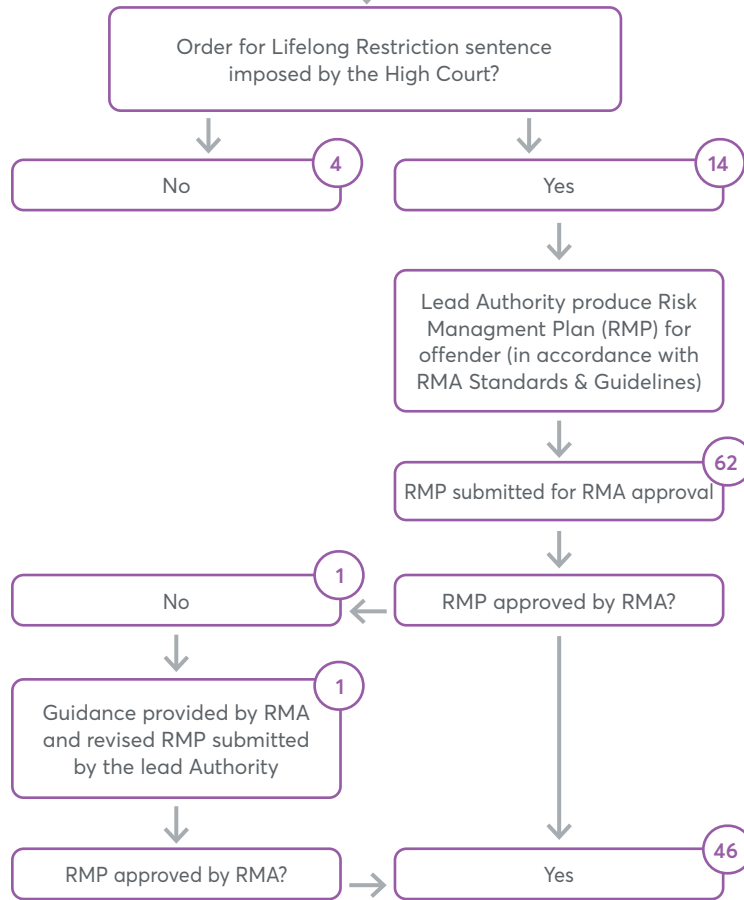
Aberdeenshire	9	Inverclyde	2
Aberdeen	1	Midlothian	3
Angus	2	Moray	2
Argyll and Bute	6	Na h-Eileanan Siar	0
Clackmannanshire	2	North Ayrshire	3
Dumfries and Galloway	3	North Lanarkshire	13
Dundee	11	Orkney	0
East Ayrshire	0	Perth and Kinross	1
East Dunbartonshire	0	Renfrewshire	7
East Lothian	3	Shetland	0
East Renfrewshire	0	Scottish Borders	1
Edinburgh	23	South Ayrshire	3
Falkirk	5	South Lanarkshire	12
Fife	21	Stirling	2
Glasgow	34	West Dunbartonshire	4
Highland	14	West Lothian	5



Risk Assessment Report



Risk Management Plan

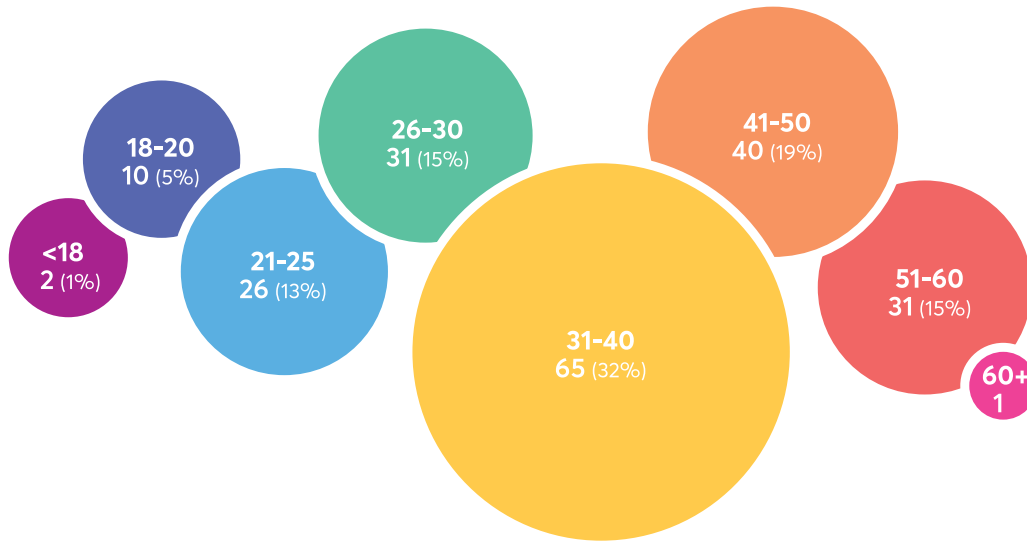


Annual Implementation Report



Distribution by Age Category

The figure below provides a breakdown of the numbers of OLR's by age at time of receiving the sentence.



Accreditation

Risk Assessment Reports are commissioned by the Court who employ the services of independent consultants, who are accredited by the RMA; they are known as Accredited Assessors.

In order to apply consistent standards of assessment across different core professions, the accreditation of Assessors is based on a competency framework. This competency framework underpins the application process, which balances the required rigour, with recognition that candidates seeking accreditation are experienced practitioners, with a wide range of relevant skills.

Accreditation is awarded by the Accreditation Committee and lasts for a period of 3 years, after which time Assessors must apply for re-accreditation. During 2019-20 the RMA Accreditation Committee processed 4 applications for re-accreditation, with all 4 applications approved.



14

Accredited Assessors available to the Courts, which is sufficient to meet the current demands

Accreditation Committee

The OLR process is supported by the Risk Management Authority's Accreditation Committee. The primary function of the Accreditation Committee is to consider the accreditation of persons and manners of assessing and minimising risk, identifying 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 assessor and to award accredited status if they have;
- To provide appropriate direction to RMA staff on the handling of an application for accreditation at all stages prior to a final decision on whether or not to accredit a person;
- To decide whether a manner has met the required criteria to become an RMA accredited manner and to award accredited status if it has;
- Oversee the development and review of any RMA Standards & Guidelines with regards to risk assessment and management, which Accredited Assessors must conform to.

The Risk Assessment and Minimisation (Accreditation Scheme) (Scotland) Order 2006 requires the RMA to consider complaints relating to either an accredited person or manner of assessing or minimising risk. We can report that no complaints were received in 2019-20.

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

Financial Summary

The annual accounts report the results of the Risk Management Authority for the year 1 April 2019 to 31 March 2020.

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

The Risk Management Authority is financed through Grant-in-Aid from the Scottish Government 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.

For this year the Risk Management Authority's net operating costs amounted to £1,228,000 which was funded in total by the Scottish Government in the form of grant-in-aid.

	Funding £'000	Drawdown £'000
Resource DEL	1,345	1,308

All expenditure incurred during the reporting year was within agreed budgetary provision.

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

Changes in Non-Current Assets

The Risk Management Authority acquired £72,000 in non-current assets during the year which related primarily to office refurbishment.

Public Interest Reports

Environmental Issues

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

Social, Community and Human Rights Issues

The Risk Management Authority has a policy to support staff volunteering and voluntary activities and also has an Equal Opportunities Policy and Procedure. Under the Equality Act 2010 Specific Duties (Scotland) Regulations 2012 and 2016, the Risk Management Authority reports on mainstreaming the equality duty, publishes equality outcomes and records progress.

Anti-Corruption and Anti-Bribery Matters

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

Public Services Reform Act Report

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

Public Services Reform Act Report	Cost
External Consultancy	£30,884
Public Relations	£6,040
Payments Exceeding £25,000:	£138,431
i) Abbeymill Business Centre – Office Rent: £46,860	
ii) Iken – Case Management Software - £49,146	
iii) Scottish Government – IT & Internal Audit Services: £42,425	

Payment Performance

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

During this financial period the Risk Management Authority paid a total of 97% of invoices received within the terms of the payment policy, compared with 91% in the previous year. The Risk Management Authority will continue to investigate service improvements in order to achieve this target in future.

As at year end the value of supplier payments outstanding was £22,531. Supplier payments outstanding at 31 March 2019 was £13,774. All short term liabilities were classified as trade payables.

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

Freedom of Information

The 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.

FOISA statistics for the period 1st of April 2019 to 30th March 2020:

- 14 FOISA requests received
 - All responses provided within the legislative 20 working day timescale.
-

Future Strategic Developments

The RMA Business Plan 2020-21 sets out our objectives for the forthcoming year that will contribute to the achievement of our Corporate Plan.

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

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

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

Business Plan objectives to be taken forward in 2020-21:

Strategic Objectives:

- Internet Offending: Develop a practice model for Scottish agencies
- Research: Publish a research study of the OLR population
- Develop victim safety planning

Operational Objectives:

- Publish a revised process for the accreditation of risk assessors
- Review and development of Risk Management Plan
- Review OLR legislation and communicate advice to Ministers
- Collaborate with Scottish Government and Community Justice Scotland to design and deliver training for MAPPAs Chairs
- Delivery of Risk Practice training to social workers and Police
- Accreditation of risk assessors
- Approval of Risk Management Plans
- Evaluate Lead Authority implementation of risk management plans
- Contribute to the review of the MFMC programme
- Provide a package of support for Local Authorities to assist them in their delivery of functions under the OLR
- Contribute to the introduction of a single, national IT system for the LS/CMI in Scotland
- Deliver support to social workers in their use of the LS/CMI assessment and management planning method
- Advise Ministers and Scottish Government on their review of the First Grant of Temporary Release process
- Support MAPPAs Strategy Group through a review of recommendations made in relation to risk assessment and management to inform policy and practice developments
- Evaluate risk practice training delegates' transfer of Learning into Practice

A copy of the current Business Plan is available to download from our website.

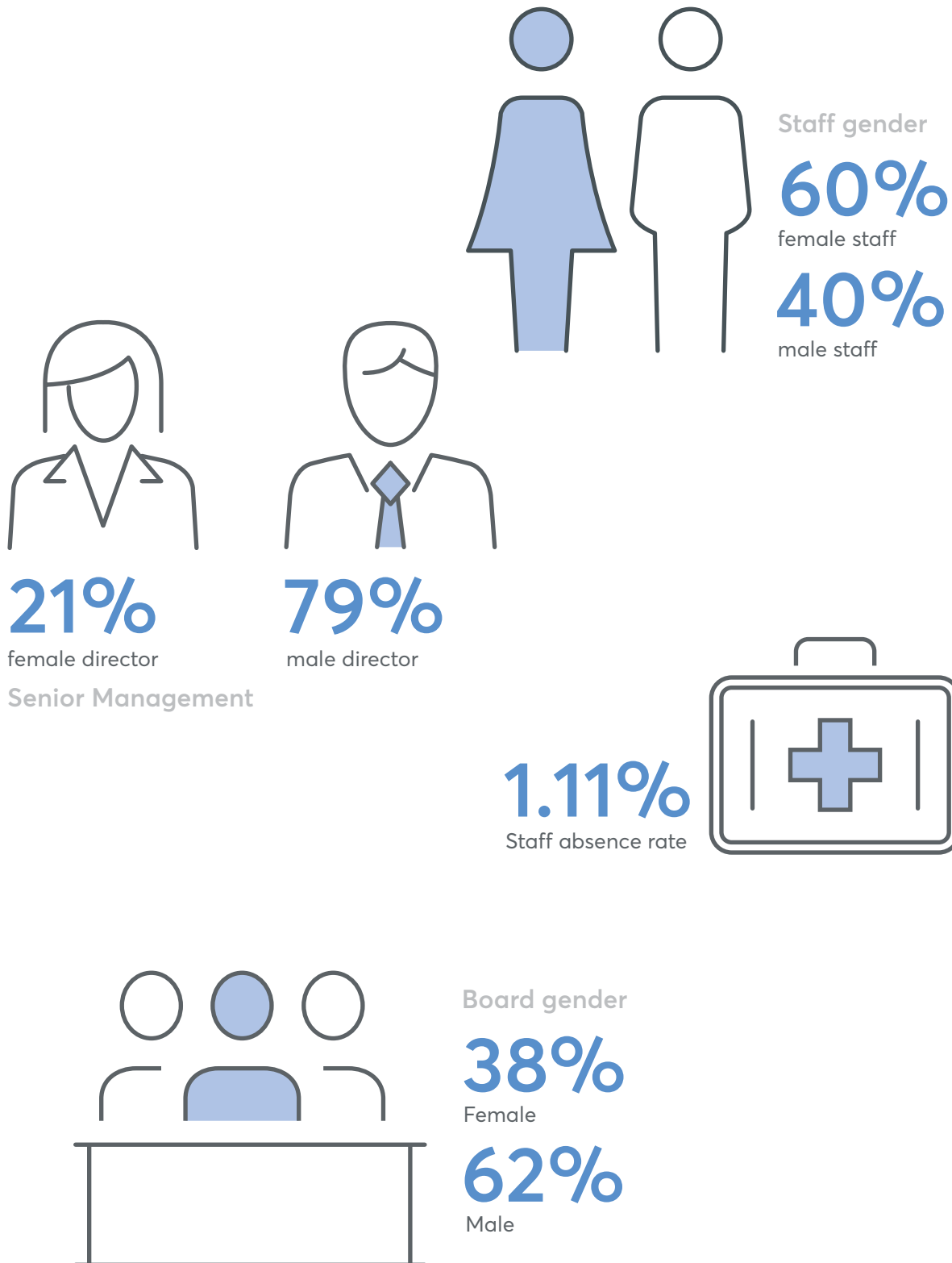
Mark McSherry

Mark McSherry

18 August 2020

Chief Executive and Accountable Officer

Accountability Report



Corporate Governance Report / Director's Report

Board Members

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

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

The Board convened on 7 occasions during the financial year and comprised of the following members:

Mr David Crawford (Convener)	Dr Aileen Burnett
Mr Stephen Swan	Mr Chris Hawkes
Ms Jane Davey	Mr Terence Powell
Ms Michele Gilluley	Mr Stephen McAllister

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

- i) Accreditation Committee – The primary purpose of this Committee is to take decisions relating to the accreditation of assessors and manners of assessment. The Accreditation Committee was chaired by Ms Jane Davey. The Committee convened on four occasions over the course of the year during which the Committee accredited four assessors for the purposes of preparing risk assessment reports for individuals being considered for an Order for Lifelong Restriction;
 - ii) Appeals Committee – The purpose of this Committee is to consider and decide any appeals lodged against a decision by the Accreditation Committee. The Appeals Committee is chaired by the Convener and was not required to convene during the reporting period;
 - iii) Audit & Assurance Committee – The purpose of this Committee is to support the Accountable Officer responsible for issues of risk, control and governance and associated assurance through a process of constructive challenge. The Committee was chaired by Mr Stephen Swan and convened on four occasions during the year.
-

Directors

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

i) Chief Executive

The Chief Executive, Mr Mark McSherry, was appointed on 2 September 2019 and is the Accountable Officer of the RMA. Responsibilities as Accountable Officer, include responsibility for the propriety and regularity of the public finances for which the Accountable Officer is answerable, for the keeping of proper records and for safeguarding the Risk Management Authority's assets, are set out in the Framework Document with the Scottish Government and the Statement of Accountable Officer's Responsibilities within the accounts.

ii) Director Corporate Services

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

Register of Interests

All devolved public bodies have a duty to set up, maintain and make available for public inspection a register of Board member interests. The Risk Management Authority's Register of Members' interests is available for inspection on its corporate website at: <https://www.rma.scot/wp-content/uploads/2019/04/2019-2020-Register-of-Members-Interest-2019.pdf>

Personal Data Incidents

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

Pensions

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

Statement of Accountable Officer's Responsibilities

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

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

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

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

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

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

Governance Statement

Scope of responsibility

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

As Accountable Officer I have specific responsibility in relation to:

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

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

The Governance Framework

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

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

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

The Board

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

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

Risk Management

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

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

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

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

At the time of writing, the RMA is managing the effects of the COVID-19 pandemic. Our first priority has been the health and safety and wellbeing of our staff. This has resulted in the closure of our office and all staff supported to work from home in line the Scottish Government Route Map. The RMA aims to maintain the delivery of all functions through the pandemic.

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 & Assurance 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 & Assurance 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 Accreditation and Audit & Assurance.
-

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

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

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

Remuneration and staff report

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

Board Member Remuneration Policy

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

The Convener and Board Members are paid a daily fee rate which is set by the Scottish Ministers. Board Member fees are reviewed annually and pay awards are controlled by the Scottish Government Senior Salary Review Board. The Convener and Board Member appointments are not pensionable.

The Board deals with all matters relating to remuneration including the level of annual pay award for staff and the senior executives (directors) which include the Chief Executive and Director Corporate Services.

Chief Executive Remuneration Policy

The Board, in conjunction with the Scottish Government, agree a salary range for the Chief Executive. The Chief Executive, Mr Mark McSherry, assumed post on the 2 September 2019 replacing the outgoing Chief Executive, Ms Yvonne Gailey, who retired on 30 August 2019. Mr McSherry is employed on a permanent contract with a requirement for a three month notice period. The Chief Executive post is pensionable under the civil service pension arrangements and there are no early termination payment clauses contained in the contract of employment.

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

In the reporting year the Chief Executive's pay award was governed by a one year pay policy covering 2019-20, the key terms of the policy included:

- i) Cost of increase in basic pay limited to 2%
- ii) Cost of pay scale progression, where applicable, limited to 1.5%
- iii) A commitment to no compulsory redundancy
- iv) Payments under performance related pay suspended

Director Corporate Services Remuneration Policy

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

The parameters for annual pay awards are controlled by the Scottish Government's Public Sector Pay Policy for Staff Pay Remits. The Director's is reviewed annually by the Board with all changes to salaries or benefits requiring approval of the Scottish Ministers. The Director's performance is assessed by the Chief Executive using a system of annual appraisal which will assess performance against business plan and corporate plan objectives. In the reporting year the Director's pay award was governed by a two year pay policy covering 2018-19 and 2019-20, the key terms of the policy included:

- i) Cost of increase in basic pay limited to 2%
 - ii) Pay scale progression, where applicable, can be awarded
 - iii) A commitment to no compulsory redundancy
 - iv) Payments under performance related pay suspended
-

Remuneration*

i) Board Member Remuneration

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

Board Member Remuneration	2019-20 £'000	2018-19 £'000
Mr David Crawford, Convener	5-10	5-10
Dr Aileen Burnett, Board Member	1-5	1-5
Ms Jane Davey, Board Member	1-5	1-5
Mr Terence Powell, Board Member	1-5	1-5
Mr Stephen Swan, Board Member	1-5	1-5
Mr Chris Hawkes, Board Member	1-5	1-5
Ms Michele Gilluley, Board Member	1-5	1-5
Mr Stephen McAllister, Board Member	1-5	1-5

ii) Performance Related Pay

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

iii) Directors' Remuneration and Pension Benefits*

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

Director	Salary £'000		Benefit in kind (nearest £100)		Pension benefits (nearest £1000)		Total £'000	
	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19
Ms Yvonne Gailey ¹ Chief Executive	30-35	75-80	-	-	11	29	45-50	105-110
Mr Mark McSherry ² Chief Executive	45-50	-	-	-	23	-	65-70	-
Mr Paul Keoghan Director Corporate Services	70-75	65-70	-	-	27	26	95-100	90-95

1. Ms Gailey retired from the RMA in August 2019. The full year equivalent salary as at the date of leaving was £80k - £85k.

2. Mr McSherry was appointed Chief Executive in September 2019. The full year equivalent salary as at 31 March 2020 was £75k - £80k.

iv) Compensation on early retirement or for loss of life*

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

v) Payments to past directors

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

vi) Directors' Pensions Entitlements*

Board Member appointments are not pensionable.

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

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

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

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

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

The table below details the accrued pension entitlements for each Director.

Director	Accrued pension at pension age as at 31/03/2020	Real Increase in pension and related lump sum at pension age	CETV at 31/03/2020	CETV at 31/03/2019	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000
Ms Yvonne Gailey Chief Executive	15-20	0-2.5	340	324	11
Mr Mark McSherry Chief Executive	5-10	0-2.5	90	74	12
Mr Paul Keogh Director Corporate Services	15-20	0-2.5	230	200	15

Staff Report

This report covers all staff employed by the Risk Management Authority, including directors and board members. Key information in relation to this cost includes:

i) Staff Costs*

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

Authority Members	2019-20 £'000	2018-19 £'000
Salary	28	31
Social Security Costs	-	-
Total Authority Members	28	31
Administrative staff	2019-20 £'000	2018-19 £'000
Wages and Salaries	643	666
Social Security Costs	70	71
Pension Costs	180	136
Total administrative Staff	893	873
Total Staff Costs	921	904
Average number of employees during the year	No.	No.
Authority Members	8	7
Staff	17	18

ii) Staff Numbers*

Fixed term staff account for 3% of the total workforce. The chart below provides analysis of staff by engagement type.

Staff Number	
Number of Permanent Staff	16.9
Number of Fixed Term Staff	0.5
Total Number of Staff Employed	17.4

iii) Staff Composition

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

Staff Composition	Male		Female	
	Actual	FTE	Actual	FTE
Directors	2	1.6	1	0.4
Staff	5	5.4	10	10.0
Total	7	7.0	11	10.4

iv) Fair Pay Disclosure*

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

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

Top to Median Staff Pay Multiples	2019-20	2018-19
Band of Highest Paid Director's Total Remuneration £'000	75-80	75-80
Median Total Remuneration £	32,054	31,898
Ratio (%)	2.5	2.4
Range of Staff Remuneration £'000	20-80	20-80

v) Sickness Absence Data

During the year the Risk Management Authority the rate of sickness absence decreased.

Sickness Absence Data	2019-20	2018-19
Total Number of days absence due to sickness	52	208
Absence Rate (%)	1.1	4.4

vi) Number of Senior Civil Service Equivalents by Band

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

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

vii) Equal Opportunities

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

viii) People with Disabilities

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

ix) Exit packages

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

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

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

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

Parliamentary Accountability Report

Auditor's Remuneration

The annual accounts of the Risk Management Authority are audited by an auditor appointed by the Auditor General for Scotland in accordance with Section 13 (c) of the Criminal Justice (Scotland) Act 2003. External audit services for the 2019-20 accounts were at a cost of £7,110 (£7,010 in 2018-19) and no additional payments were made to the auditor for non-audit work.

Political Expenditure

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

Gifts and Charitable Donations

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

Losses and Special Payments

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

Remote Contingent Liabilities

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

Mark McSherry

18 August 2020

Mark McSherry

Chief Executive and Accountable Officer

Independent auditor's report

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

Report on the audit of the financial statements

Opinion on financial statements

I have audited the financial statements in the annual report and accounts of the Risk Management Authority (RMA) for the year ended 31 March 2020 under the Criminal Justice (Scotland) Act 2003. The financial statements comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity and notes to the accounts, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the 2019/20 Government Financial Reporting Manual (the 2019/20 FReM).

In my opinion the accompanying financial statements:

- give a true and fair view in accordance with the Criminal Justice (Scotland) Act 2003 and directions made thereunder by the Scottish Ministers of the state of the body's affairs as at 31 March 2020 and of its net expenditure for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2019/20 FReM; and
- have been prepared in accordance with the requirements of the Criminal Justice (Scotland) Act 2003 and directions made thereunder by the Scottish Ministers.

Basis for opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)), as required by the Code of Audit Practice approved by the Auditor General for Scotland. My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my report. I was appointed by the Auditor General on 28 January 2019. The period of total uninterrupted appointment is two years. I am independent of the body in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. Non-audit services prohibited by the Ethical Standard were not provided to the body. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern basis of accounting

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

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

Risks of material misstatement

I have reported in a separate Annual Audit Report, which is available from the Audit Scotland website the most significant assessed risks of material misstatement that I identified and my conclusions thereon.

Responsibilities of the Accountable Officer for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, intentional omissions, misrepresentations, or the override of internal control. The capability of the audit to detect fraud and other irregularities depends on factors such as the skilfulness of the perpetrator, the frequency and extent of manipulation, the degree of collusion involved, the relative size of individual amounts manipulated, and the seniority of those individuals involved.

I therefore design and perform audit procedures which respond to the assessed risks of material misstatement due to fraud.

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

Other information in the annual report and accounts

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

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

Report on regularity of expenditure and income

Opinion on regularity

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

Responsibilities for regularity

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

Report on other requirements

Opinions on matters prescribed by the Auditor General for Scotland

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

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

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

Matters on which I am required to report by exception

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

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

I have nothing to report in respect of these matters.

Conclusions on wider scope responsibilities

In addition to my responsibilities for the annual report and accounts, my conclusions on the wider scope responsibilities specified in the Code of Audit Practice are set out in my Annual Audit Report.

Use of my report

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

James Rundell

18 August 2020

James Rundell

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

Financial Statements

Statement of Comprehensive Net Expenditure

For the year ended 31 March 2020

	Notes	2019-20 £'000	2018-19 £'000
Expenditure			
Staff costs	2	921	904
Other admin costs	3	394	296
		1,315	1,200
Income			
Other Income	4	(87)	-
		1,228	1,200

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 2020

	Notes	2019-20 £'000	2018-19 £'000
Non-current assets			
Property, plant and equipment	5	64	17
Intangible assets	6	45	45
<i>Total non-current assets</i>		109	62
Current Assets			
Trade and other receivables	8	95	8
Cash and cash equivalents	9	329	237
<i>Total current assets</i>		424	245
Total assets		533	307
Current liabilities			
Trade and other liabilities	10	255	196
<i>Total current liabilities</i>		255	196
Total assets less current liabilities		278	111
Non-current liabilities			
Provisions	11	87	-
Total non-current liabilities		87	-
Total Liabilities		342	196
Net Assets		191	111
Taxpayers Equity			
General Fund – Unallocated		191	111
Total taxpayers equity	SOCTE	191	111

The annual accounts report the results of the Risk Management Authority for the year 1 April 2019 to 31 March 2020. The following notes form part of these accounts which have been prepared in accordance with the Accounts Direction given by the Scottish Ministers in accordance with Section 12(3) of the Criminal Justice (Scotland) Act 2003.

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

Mark McSherry

Mark McSherry 18 August 2020
Chief Executive and Accountable Officer

Statement of Cash Flows

For the year ended 31 March 2020

	Notes	2019-20 £'000	2018-19 £'000
Cash flows from operating activities			
Net operating cost	SoCNE	(1,228)	(1,200)
Adjustments for non-cash transactions			
Depreciation	5,6	25	11
Movements in working capital			
(Increase)/decrease in trade and other receivables	8	(87)	1
Increase/(decrease) in trade and other payables	10	59	50
Provision for non recovery	11	87	-
Net cash outflow from operating activities		(1,144)	(1,138)
Cash flows from investing activities			
Purchase of Property, Plant and Equipment	5,6	(72)	(68)
Net cash outflow from investing activities		(72)	(68)
Cash flows from financing activities			
Scottish Government Grant	SOCTE	1,308	1,073
Net cash flow from financing		1,308	1,073
Net increase/(decrease) in cash and cash equivalents		92	(133)
Cash and cash equivalents at beginning of period	9	237	370
Cash and cash equivalents at end of period	9	329	237
Net change in cash and cash equivalents		92	(133)

Statement of Changes in Taxpayers' Equity

For the year ended 31 March 2020

	Notes	2019-20 £'000	2018-19 £'000
General Fund			
Balance at 1 April		111	238
Net operating cost for the year	SoCNE	(1,228)	(1,200)
Net funding		1,308	1,073
Balance at 31 March	SOFP	191	111

Notes to the Accounts

For the year ended 31 March 2020

1. Accounting policies

Statement of accounting policies

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

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

(a) Accounting Convention

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

(b) Property, Plant and Equipment (PPE)

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

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

Buildings over 10 yrs

Furniture & Fittings over 5 yrs

Equipment over 5 yrs

Information Technology over 3 yrs

Software over 3 yrs

(c) Intangible Assets

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

(d) Receivables

All material amounts outstanding at 31 March 2020 have been brought into account irrespective of when actual payments were made.

(e) Payables

All material amounts outstanding at 31 March 2020 have been brought into account irrespective of when actual payments were made.

(f) Income and Government Grants

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

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

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

(g) Operating Leases

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

(h) Provisions

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

(i) PCSPS scheme

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

The PCSPS is an unfunded multi-employer defined benefit scheme but the Risk Management Authority is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2016. A copy of the actuarial report can be found at <https://www.civilservicepensionscheme.org.uk/about-us/scheme-valuations/>. Further details can also be found in the resource accounts of the Cabinet Office at <https://www.civilservicepensionscheme.org.uk/about-us/resource-accounts>.

During the year ended 31 March 2020, the Risk Management Authority paid an employer's contribution of £180k (£136k in 2019) into the PCSPS at rates between 26.6% to 30.3% of pensionable pay (20.0% to 24.5% in 2019). The Risk Management Authority has been informed that contributions in 2020/21 the rates will remain between 26.6 per cent and 30.3 per cent. Employer contribution rates are reviewed every three years following a scheme valuation by the Government Actuary. The contribution rates reflect benefits as they are accrued, not when costs are actually incurred, and they reflect past experience of the scheme. Employee contribution rates for the year ending 31 March 2020 ranged from 3.8% to 7.35%.

(j) Effective for future financial years

There are a number of IFRSs, amendments and interpretations that have been issued by the International Accounting Standards Board that are effective for future reporting periods. The only such standard currently relevant to the Risk Management Authority is IFRS 16 - Leases.

IFRS 16 Leases will replace IAS 17 Leases and related interpretations. The effective date is now 1 January 2021, and will be applied in UK Public Sector from 1 April 2021, therefore financial year 2021/22

The impact on the accounts has not yet been determined but is not expected to be significant.

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

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

2. Staff Costs

Staff costs for 2019/20 were £920,479 (2018/19: £904,417). Further analysis of these costs are shown within the Accountability Report on page 65.

3. Other Administrative Costs

	2019-20	2018-19
	£'000	£'000
Accommodation	67	64
Office equipment and furniture	5	2
Research and consultancy	25	34
IT Support	40	44
Training	33	13
Legal Fees & Expenses	18	45
Supplies & Services	8	27
Stationery	1	1
Catering and Hospitality	2	1
Expenses and Travel	8	6
Other Office Costs	54	26
Internal Audit Fee	6	5
External Audit Fee	7	7
Depreciation	25	11
Conferences	8	10
Bad Debt Provision	87	-
Total	394	296

4. Income from Activities

	2019-20	2018-19
	£'000	£'000
Court Judgement – Reimbursement of expenses	87	-
Total	87	-

5. Property, plant and equipment

	Equipment £'000	Information Technology £'000	Furniture & Fittings £'000	Total £'000
Cost				
Balance at 1 April 2019	32	96	70	198
Additions	-	15	57	72
Disposals / Write-downs	-	-	-	-
Balance at 31 March 2020	32	111	127	270
Depreciation				
Balance at 1 April 2019	32	80	69	181
Charge for year	-	13	12	25
Disposals	-	-	-	-
Balance at 31 March 2020	32	93	81	206
NBV at 31 March 2020	-	18	46	64
NBV at 31 March 2019	-	16	1	17
Analysis of asset financing				
Owned	-	18	46	64
Finance leased	-	-	-	-
NBV at 31 March 2020	-	18	46	64
Prior year				
	Equipment £'000	Information Technology £'000	Furniture & Fittings £'000	Total £'000
Cost				
Balance at 1 April 2018	32	73	70	175
Additions	-	23	-	23
Disposals / Write-downs	-	-	-	-
Balance at 31 March 2019	32	96	70	198
Depreciation				
Balance at 1 April 2018	32	70	68	170
Charge for year	-	10	1	11
Disposals	-	-	-	-
Balance at 31 March 2019	32	80	69	181
NBV at 31 March 2019	-	16	1	17
NBV at 31 March 2018	-	3	2	5
Analysis of asset financing				
Owned	-	16	1	17
Finance leased	-	-	-	-
NBV at 31 March 2019	-	16	1	17

6. Intangible Assets

	Asset Under Construction	Software	Total
Cost	£'000	£'000	£'000
Balance at 1 April 2019	45	9	54
Additions	-	-	-
Completed AUC	-	-	-
Disposals	-	-	-
Balance at 31 March 2020	45	9	54
Depreciation			
Balance at 1 April 2019	-	9	9
Charge for year	-	-	-
Disposals	-	-	-
Balance at 31 March 2020	-	9	9
NBV at 31 March 2020	45	-	45
NBV at 31 March 2019	45	-	45

	Asset Under Construction	Software	Total
Prior year	£'000	£'000	£'000
Cost			
Balance at 1 April 2018	-	106	106
Additions	45	-	45
Disposals	-	(97)	(97)
Balance at 31 March 2019	45	9	54
Depreciation			
Balance at 1 April 2018	-	106	106
Charge for year	-	-	-
Disposals	-	(97)	(97)
Balance at 31 March 2019	-	9	9
NBV at 31 March 2019	45	-	45
NBV at 31 March 2018	-	-	-

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 and other receivables

	2019-20	2018-19
	£'000	£'000
Amounts falling due within one year:		
Other receivables – Central Government	-	-
Other receivables – External	95	8
Other receivables – Other Government Bodies	-	-
Total receivable within 1 year	95	8

9. Cash and cash equivalents

	2019-20	2018-19
	£'000	£'000
Balance at 1 April	237	370
Net change in cash and cash equivalent balances	92	(133)
Balance at 31 March	329	237
The following balances at 31 March were held at:		
Government Banking Service and cash in hand	322	230
Corporate cash account	7	7
Balance at 31 March	329	237

10. Trade and other payables

	2019-20	2018-19
	£'000	£'000
Amounts falling due within one year:		
Other taxation and social security	19	-
Trade Creditors – Central Government	7	37
Trade Creditors – External	33	8
Accruals and deferred income – Central Government	59	42
Accruals and deferred income – External	132	104
Accruals and deferred income – Other Government Bodies	5	5
Total due within one year	255	196

11. Provisions for liabilities and charges

The total amount relates to a bad debt provision for the reimbursement of legal costs due to the RMA.

	2019-20	2018-19
	£'000	£'000
Balance at 1 April	-	-
Provided in year	87	-
Balance at 31 March	87	-

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. Commitments under leases

Obligations under operating leases comprise:	31 Mar 2020	31 Mar 2019
	£'000	£'000
Buildings:		
Not later than one year	48	31
Later than one year and not later than five years	176	-
Later than five years	-	-
Total	224	31

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

14. Segment Reporting

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

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

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

A handwritten signature in black ink, appearing to read 'Steve Kilderson', written in a cursive style.

A member of the staff of the Scottish Ministers

Dated 10 February 2006

RMA statutory functions

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

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

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

RMA Statutory Functions

The Criminal Justice (Scotland) Act 2003

Policy and Research

Section 4 (a). The RMA is to:

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

Section 4 (b). The RMA may:

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

Guidelines and Standards

Section 5. The RMA is to:

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

Risk Management Plans

Section 6 (5).

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

Section 6 (6).

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

Section 8 (4).

- To approve or reject risk management plans.

Section 9.

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

Accreditation, Education and Training²

Section 11 (1).

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

Section 11 (2b).

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

Glossary

Acronym	Full Term	Definition
CJSW	Criminal Justice Social Work	Criminal Justice Services whose purpose is to achieve a reduction in re-offending, increase social inclusion of former offenders and support victims of crime
FRAME	Framework for Risk Assessment, Management and Evaluation	The FRAME policy outlined the agreed guiding principles, standards and values that will underpin risk practice in Scotland. This adopted the principles of proportionality, rights and evidence based practice to guide defensible and ethical risk assessment and management.
LS/CMI	Level of Service / Case Management Inventory	A general offending risk/ needs assessment and management planning method.
MAPPA	Multi Agency Public Protection Arrangements	Multi Agency Public Protection Arrangements (MAPPA) is the framework which joins up the agencies who manage offenders. The fundamental purpose of MAPPA is public safety and the reduction of serious harm
MFMC	Moving Forward Making Changes	MFMC is a behavioural programme designed to provide treatment for men who commit sexual offences or offences with a sexual element
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
RATED	Risk Assessment Tools Evaluation Directory	Directory of risk assessment tools
RoSH	Risk of Serious Harm	The likelihood of harmful behaviour of a violent or sexual nature, which is life threatening and/ or traumatic, and from which recovery, whether physical or psychological, may reasonably be expected to be difficult or impossible

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Risk Management Authority

