

# **RISK MANAGEMENT AUTHORITY**

## **BUSINESS PLAN**

**2005-2006**

### **PURPOSE**

The Risk Management Authority has been established to play a key role in protecting the public from serious violent and sexual offenders and to be a national centre for expert advice on risk assessment and management in Scotland.

### **ROLE AND FUNCTIONS**

The Risk Management Authority (RMA) was formed on the recommendation of the Committee of Serious Violent and Sexual Offenders, chaired by Lord MacLean, which was set up by the then Scottish Office in 1999 to make proposals for the sentencing and treatment of serious violent and sexual offenders who may present an continuing danger to the public. The Committee's report proposed the establishment of a Risk Management Authority (RMA) as an Executive Non Departmental Public Body (NDPB) . The role of the RMA was to ensure that the different agencies involved in the management of serious violent and sexual offenders worked together systematically to manage the risk presented by such offenders. The Authority was also to be a centre of expertise for the assessment and management of risk.

The RMA was established by Section 3 of the Criminal Justice (Scotland) Act 2003. The Act gives the Authority functions which are to be exercised for the purpose of ensuring the effective assessment and minimisation of risk. In this context, risk means (as regards persons convicted of an offence or subject to a disposal under section 57 of the Criminal Procedure (Scotland) Act 1995 (disposal where accused found to be insane)) the risk the person's being at liberty presents to the safety of the public at large. These functions are summarised in the following paragraphs.

1. In relation to the assessment and minimisation of risk, the Authority 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;

and 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.

2. The Authority 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.

3. The Authority has a range of functions in connection with risk management plans, including specification and publication of the form of such plans, issuing guidance as to the preparation, implementation or review of such plans, approval of risk management plans and oversight of the implementation of plans.

4. The Authority is also to administer any scheme of accreditation made by the Scottish Ministers.

5. The Authority may do anything it considers necessary or expedient for the purpose of or in connection with the exercise of its functions. This is subject to the Scottish Ministers' power to give directions to the Authority.

## **KEY OBJECTIVES**

1. To contribute to policy and practice in the assessment and management of serious violent and sexual offenders whose liberty presents a risk to the public.
2. To accredit practitioners and methods and to set standards, guidelines and guidance for the assessment and management of high risk serious sexual and violent offenders.
3. To approve and monitor the effectiveness of the Risk Management Plan (RMP) for the management of serious violent and sexual offenders.
4. To deliver effective joint working with other agencies involved in the practice of risk assessment and management.
5. To deliver research and training programmes to promote the use of best practice in risk assessment and management in Scotland.
6. To develop the efficiency and effectiveness of the services provided by the RMA.

## **KEY TARGETS FOR 2005-2006**

1. To be able to demonstrate by working with partner agencies that the principles of the ISSG Concordat are being administered by the RMA. (Item 1.6)
2. To have guidelines and standards for the Risk Assessment Reports in place by December 2005. (Items 2.4-2.7)
3. Accredited assessors available to complete Risk Assessment Reports by January 2006. (Item 2.8)
4. To have guidelines, standards and guidance in place for the production of Risk Management Plans by February 2006. (Item 3.1)
5. To ensure that from October 2005 the RMA website contains all historical information that should be publicly available and that from October 2005, all appropriate internal documentation is placed on the website within two months of date of issue. (Item 4.3)
6. To have a draft research and training strategy complete by October 2005. (Item 5.2)

**OBJECTIVE ONE** : To contribute to policy and practice in the assessment and management of serious violent and sexual offenders whose liberty presents a risk to the public.

<b>KEY DELIVERABLE</b>	<b>TARGET DATE</b>	<b>MEASURE</b>	<b>LEAD PERSON</b>	<b>STAFF RESOURCES<sup>1</sup></b>
1.1 The development of policy and guidelines for the implementation of all aspects of the OLR system, to meet the requirements of the SE, the Scottish Court Service, the Crown Office and the Judiciary.	Oct 05	To time, and quality acceptable to the Board and Scottish Ministers	CE	20%
1.2 Advice to Ministers and Parliamentary committees	As per deadlines	As acceptable to the Board and to Scottish Ministers and Parliament.	Convener/CE	4%
1.3 Liaise with the police on the introduction of ViSOR to Scotland	Ongoing	Police endorsement of the RMA guidance and briefing.	CE/Board member	4%
1.4 Contribute to the implementation of the Management of Offenders Bill and the Criminal Justice Plan	April 2005	Contribution to the call for evidence.	CE/Board members	4%

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<sup>1</sup> Proportion of a Full Time equivalent.

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1.5 Consideration of the application of risk assessment and management to other offender groups, eg. all sex offenders.	Ongoing	Contribution to consultations	CE/Board members	4%
1.6 Work with partner agencies to implement the ISSG Concordat	Ongoing	Contribute to consultations and provide protocol	CE	4%
1.7 Contribution to the development of policy and guidelines for the management of mentally disordered offenders in relation to the Mental Health (Care & Treatment) (Scotland) Act 2003.	August 2005	Contribute to consultations	CE/Board member	4%
1.8 Liaise with criminal justice agencies, in Scotland and other jurisdictions, on the accreditation of effective interventions	Quarterly meetings	Contribution to Accreditation Panels	CE/Board member	4%

<sup>1</sup> Proportion of a Full Time equivalent.

**OBJECTIVE TWO** : To accredit practitioners and methods and to set standards , guidelines and guidance for the assessment and management of high risk serious sexual and violent offenders.

<b>KEY DELIVERABLE</b>	<b>TARGET DATE</b>	<b>MEASURE</b>	<b>LEAD PERSON</b>	<b>STAFF RESOURCES<sup>1</sup></b>
2.1 Establish and prepare the Accreditation Committee in accordance with the Accreditation Scheme	June 2005	Committee ready to accredit assessors by late 2005	CE	4%
2.2 Recruitment and induction of the Head of Development	April 2005	In post by August 2005	CE	4%
2.3 Commence recruitment for two Standards and Guidance Officers	May 2005	In post by September 2005	CE	1%
2.4 Design and develop the process for accreditation of assessors and methods in accordance with the Accreditation Scheme.	October 2005	Delivered in time and to the approval of the CE and Board.	Head of Development	90%
2.5 Design of the criteria for appointment of assessors in accordance with the Accreditation Scheme.	November 2005	As above	Head of Development	15%

<sup>1</sup> Proportion of a Full Time equivalent.

<b>KEY DELIVERABLE</b>	<b>TARGET DATE</b>	<b>MEASURE</b>	<b>LEAD PERSON</b>	<b>STAFF RESOURCES<sup>1</sup></b>
2.6 Design of the criteria for the accreditation of methods and manners in accordance with the Accreditation Scheme.	December 2005	As above	Head of Development	15%
2.7 Design of the guidelines and standards for the assessment and minimisation of risk and for the Risk Assessment Report.	December 2005	As above	Head of Development	30%
2.8 Commence recruitment of the Accredited Assessors	November 2005	In place to undertake RAO by January 2006	CE/Board	
2.9 Design Appeals processes, including legal checks in accordance with the Accreditation Scheme	October 2005	Delivered to time and to CE and Board approval	Head of Development	15%
2.10 Advice to Sponsor team that the RMA is prepared for the OLR to be brought into force.	Early 2006	Criteria, guidelines and standards in place. Accredited assessors, methods and manners in place.	Convener/CE	

<sup>1</sup> Proportion of a Full Time equivalent.

**OBJECTIVE THREE** : To approve and monitor the effectiveness of the Risk Management Plan (RMP) for the management of serious violent and sexual offenders.

<b>KEY DELIVERABLE</b>	<b>TARGET DATE</b>	<b>MEASURE</b>	<b>LEAD PERSON</b>	<b>STAFF RESOURCES<sup>1</sup></b>
3.1 Provision of the guidelines, standards and guidance for the RMP	February 2006	Delivered to time and to CE and Board approval	Head Of Development	15%
3.2 Development and management of the process for the approval and review of the RMP	March 2006	Delivered to time and to approval of CE and Board.	Head Of Development	60%
3.3 Briefing, with SE sponsor dept., for SPS (HQ and establishments)	November 2005 onwards	Delivered to time and quality (SPS endorsement)	CE	5%
3.4 Briefing, with SE sponsor dept., for NHS secure units and The State Hospital (Managers and staff.)	November 2005 onwards	Delivered to time and quality (NHS endorsement)	CE	5%
3.5 Briefing with SE sponsor dept., for local authority social work departments.	November 2005	Delivered to time and quality (ADSW endorsement)	CE	5%
3.6 Contribute to inter agency work on programme accreditation	Quarterly meetings		CE/Board member	5%

<sup>1</sup> Proportion of a Full Time equivalent.



**OBJECTIVE FOUR** : To deliver effective joint working with other agencies involved in the practice of risk assessment and management

<b>KEY DELIVERABLE</b>	<b>TARGET DATE</b>	<b>MEASURE</b>	<b>LEAD PERSON</b>	<b>STAFF RESOURCES<sup>1</sup></b>
4.1 Recruitment campaign for the Communications Manager.	April 2005	To be in post July 2005	CE	2%
4.2 Prepare Communications Strategy	August 2005	Delivered to time and Board approval	Comms Manager	15%
4.3 Develop website and quarterly newsletters	October, with bimonthly update.	All appropriate documentation on RMA website within two months of date of issue.	Comms Manager	20%
4.4 Stakeholders launch event	November 2005	Delivered to time and stakeholder endorsement	Comms Manager	20%
4.5 Organisation of inter agency seminars	November and quarterly thereafter	Delivered to time and stakeholder endorsement	Comms Manager	10%
4.6 Publicity for the May 2006 Annual Conference on Best Practice in Risk Assessment and Management	March 2006	Delivered to time and stakeholder endorsement	Comms Manager	5%

<sup>1</sup> Proportion of a Full Time equivalent.

<b>KEY DELIVERABLE</b>	<b>TARGET DATE</b>	<b>MEASURE</b>	<b>LEAD PERSON</b>	<b>STAFF RESOURCES<sup>1</sup></b>
4.7 Development of library and resource centre	September 2005	Guidance material accessible on website. User satisfaction feedback	Comms Manager	10%
4.8 Manage RMA speaking events and representation at stakeholder events	September 2005	Delivered to time and to approval of CE and Board.	Comms Manager	10%
4.9 Develop the media strategy	August 2005	As above	Comms Manager	10%
4.10 Provide PR materials: stand, initial publications.	July 2005	As above	Comms Manager	5%

<sup>1</sup> Proportion of a Full Time equivalent.

**OBJECTIVE FIVE** : To deliver research and training programmes to promote the use of best practice in risk assessment and management in Scotland

<b>KEY DELIVERABLE</b>	<b>TARGET DATE</b>	<b>MEASURE</b>	<b>LEAD PERSON</b>	<b>STAFF RESOURCES<sup>1</sup></b>
5.1 Recruitment and management of the Research and Training Manager and Research Officer	May 2005	To be in post September 2005	Head of Development	5%
5.2 Draft research and training strategy	October 2005	Approval by Research Committee October 2005	Research and Training Manager	15%
5.3 Research literature update  Monthly scan	October 2005  Bimonthly update	Bimonthly updates on website from October 2005	Research and Training Manager	20%
5.4 Prepare and support the Research and Ethics Committee	September 2005		Research and Training Manager	10%
5.5 Design and provide Assessor training (Induction, modular, intensive)	December – March 2006	Assessor success rate	Research and Training Manager	20%
5.6 Design and provide staff training programme	September 2005	Staff competence	Head of Research and Training	10%
5.7 Design Board training programme and preparation for subcommittees	July 2005	Delivered to time and Board approval	CE/Board members	2%

<sup>1</sup> Proportion of a Full Time equivalent.

<b>KEY DELIVERABLE</b>	<b>TARGET DATE</b>	<b>MEASURE</b>	<b>LEAD PERSON</b>	<b>STAFF RESOURCES<sup>1</sup></b>
5.8 Provide Best Practice courses and seminars on risk assessment and management	January 2006 and quarterly thereafter	Delivered to time and to Board approval	Research and Training Manager	20%
5.9 Publish training materials on best practice in risk assessment and management	January 2006	Available on website.	Research and Training Manager	20%
5.10 Scope the commissioning of validation studies on methods to be employed	December 2005	Delivered to time and Board approval	Research and Training Manager	20%
5.11 Approve trainers for RMA training courses and design a licensing or approval scheme for training courses provided by other organisations / agencies	December 2005	Delivered to time and Board approval	Research and Training Manager	10%
5.12 Prepare for Best Practice in Risk Management Conference (see also 4.6)	May 2006	Delivered to time and Board and stakeholder group approval	Research and Training Manager	10%
5.13 Scope the commissioning of research on the work of the RMA (case management and uptake)	October 2005		Research and Training Manager	10%
5.14 Commission research on the development of new tools.	January 2006		Research and Training Manager	20%

<sup>1</sup> Proportion of a Full Time equivalent.

**OBJECTIVE SIX** : To develop the efficiency and effectiveness of the services provided by the RMA

<b>KEY DELIVERABLE</b>	<b>TARGET DATE</b>	<b>MEASURE</b>	<b>LEAD PERSON</b>	<b>STAFF RESOURCES<sup>1</sup></b>
6.1 Commence recruitment of the Head of Administration, and of the Administration and Communications Officer and Administrative Assistant	April 2005  May 2005	To be in post by June 2005  To be in post by August 2005	CE	2%
6.2 Draw up policies for financial and management functions	August 2005	Meets with approval of CE and the Board.	Head of Administration	60%
6.3 Effective staff induction and performance management	Within three weeks of staff appointment	Delivered to time and quality as measured by staff feedback	Head of Administration	15%
6.4 Business plan  Risk Register  Corporate Plan  Annual Report and Accounts	April 2005,  September 2005 January 2006  September 2005	Delivered to time and to approval of CE and Board.	Head of Administration	60%
6.5 Prepare and support the Audit Committee	August 2005		Head of Administration	30%
6.6 Secure internal auditors	August 2005	Meets with approval of CE and Board.	Head of Administration	6%
6.7 Secure external legal advice	May 2005	Meets Board and sponsor approval	Head of Administration	6%

<sup>1</sup> Proportion of a Full Time equivalent.

<b>KEY DELIVERABLE</b>	<b>TARGET DATE</b>	<b>MEASURE</b>	<b>LEAD PERSON</b>	<b>STAFF RESOURCES<sup>1</sup></b>
6.8 Secure lease and conditions	May 2005	To time and Board approval	CE	15%
6.9 Establish system to ensure all policies, practices and procedures are compliant with FOI, Convention Rights, disability and environmental policies.	October 2005	Meets with approval of CE and Board.	Head of Administration	15%
6.10 Commission office and facilities	July 2005	User satisfaction feedback	Head of Administration	30%
6.11 Clarify and set up Financial Procedures	August 2005	Approved by Accountable Officer	Head of Administration	30%
6.12 Efficient use of resources	Monthly and annually	Monthly production of financial information and balanced budget at year end	Head of Administration	30%

<sup>1</sup> Proportion of a Full Time equivalent.