

Business Plan Proposals for the period 1 April 2007 to 31 March 2008

1. To advise and make recommendations to Scottish Ministers in relation to offender risk assessment and minimisation (Criminal Justice (Scotland) Act 2003 Section 4(a)(iv))

How performance will be measured under this main objective –

- Monitor responses from Scottish Ministers and the Scottish Parliament and report to the Board
- Feedback from agencies on service provided by RMA

Score	Key Objective		Timescale	Resources
1	1.1 Provide advice on the development and review of policy through input to the National Advisory Board, Ministerial Enquiries and Implementation Planning	Board, Chief Executive and Senior Management	On-going	Running costs
2	1.2 Foster collaborative working by hosting interagency events for senior stakeholders to consider progress and look to the future on policy objectives such as information sharing and risk management	Board, Chief Executive and Senior Management	On-going	Running costs and event management and facilities costs
2	1.3 Ensure a credible authority and profile for the RMA by preparing papers for conferences, working parties and academic journals	Board, Chief Executive and Senior Management	On-going	Running costs
1	1.4 Provide advice and/or information to Parliamentary Committees as and when required	Board, Chief Executive and Senior Management	On-going	Running costs

2. In relation to offender risk assessment and minimisation, to compile and keep under review information about the provision of services in Scotland and to compile and keep under review research and development. (Criminal Justice (Scotland) Act 2003 Section 4 (i) and (ii)).

How performance will be measured under this main objective –

- Measure of usefulness of the proposed research studies in informing Scottish policy developments via feedback from SEJD/Ministers and stakeholders ie what benefits have the studies provided, what has improved as a result of them etc
- Feedback from stakeholders on relevance of projects undertaken and how these will assist in risk assessment and management across all criminal justice field
- Feedback from contractors on the effectiveness of the RMA’s invitations to tender
- Delivery of studies in time and in budget
- Number of publications and presentations from people who undertake research funded by the RMA

Score	Key Objective		Timescale	Resources
1 (a)	2.1 (a) Publish the report on the validation of RM2000 for use in Scotland	R&T Committee, Chief Executive, DoOD	(a) and (b) By end October 2007	Running costs (study costs fell to 06-07 expend)
1 (b)	(b) Prepare a policy note to Scottish Ministers on the outcome of the validation study			
1 (a)	2.2 (a) Publish the report on the literature review of risk assessment and management of children and young offender	R&T Committee, Chief Executive, DoOD	(a) and (b) By end June 2007	Running costs (study costs fell to 06-07 expend)
1 (b)	(b) Prepare a policy note/RMA position on the report			
1 (a)	2.3 (a) Commence the study for the validation of RSVP for use in Scotland	R&T Committee, Chief Executive, DoOD	Commence by October 2007. Project will span 2-3 years – timescale for (b) will be determined when tender awarded for (a)	Approx £130k over life of the study, 07-08 costs approx £40k
1 (b)	(b) Publish the report and prepare a policy note/RMA position			

1	2.4 (a) Commence the study for the validation of the LSI-R and LSCMI (b) publish the report and prepare a policy note/RMA position	R&T Committee, Chief Executive, DoOD	Commission study by May 07, est complete by Dec	Approx £50k
1 (a)	2.5 (a) Publish the report on the literature review in relation to the risk assessment and management of violent offenders (b) Develop a screening tool for the assessment of violence risk (this is dependent on the outcome of (a))	R&T Committee, Chief Executive, DoOD	(a) By end October 2007	(a) £85k carried over from 06-07
2 (b)			(b) to be confirmed	(b) £50k allocated for 07-08 and £50k carry over from 06-07
2 (a)	2.6 (a) Commission study on the dynamic factors in psychopathy (b) Publish the report and prepare a policy note/RMA position	R&T Committee, Chief Executive, DoOD	(a) Commencing ?, likely to span 2 years (awaiting info from Prof Cooke re timescale for starting project)	One third funding proposed ie £40k in 07-08 and £40k in 08-09
2 (b)				
2 (a)	2.7 Commission consultancy on evaluation of the use of Stable and Acute 2000.	R&T Committee, Chief Executive, DoOD	To be confirmed (awaiting info from SE)	£30k carried over from 06-07 budget
2 (b)				
2 (c)				
1	2.8 Annual review of RATED and publish version 3 (version 2 to issue by end May 07 – new timescale for V2?)	R&T Committee, Chief Executive, DoOD	Publish version 3 by end March 08	Running costs
2	2.9 Establish a pool of peer-reviewers	R&T Committee, Chief Executive, DoOD	By June 07	Running costs

3. Administer the Scheme of Accreditation (Criminal Justice (Scotland) Act 2003 Section 11 (2)(a)). Approve Risk Management Plans for offenders subject to an Order for Lifelong Restriction and consider annual reports on the implementation of the RMPs (Criminal Justice (Scotland) Act 2003 Sections 8 and 9)

How performance will be measured under this main objective:

- Length of time to process applications from receipt to decision and adherence to timescales detailed within Accreditation process procedures
- Quality of the RAOs produced for the High Court by accredited assessors
- Feedback from the Judiciary
- Feedback from Assessors on assistance and service provided by RMA and feedback from other agencies involved in process
- Length of time to process RMPs when received for approval and adherence to timescales detailed within RMP process
- Feedback from Lead Authorities and other stakeholders

Score	Key Objective		Timescale	Resources
1	3.1 Consideration and evaluation of applications for accreditation	Accreditation Committee, Chief Executive, DoOD	On-going	Running costs
2	3.2 Host quarterly pre-application workshops	Chief Executive, DoOD	May 07, September 07, December 07 and March 08	Running costs and event management facilities costs
1	3.3 Consideration and approval of Risk Management Plans	RMP Committee, Chief Executive, DoOD	On-going	Running costs
1	3.4 (a) Issue version 1 of the RMP S&Gs (b) Conduct consultation on RMP S&Gs and host consultation/educational seminars (perhaps 2 seminars in each CJA) (c) Publish the report on consultation	R&T Committee, RMP Committee, Chief Executive, DoOD	(a) by end April 07 (b) May to August (c) October 07	running costs and event management facilities costs

4. To promote effective practice in offender risk assessment and minimisation (Criminal Justice (Scotland) Act 2003 Section 4(a) (iii)) and deliver a comprehensive training programme to assist in the delivery of best practice throughout Scotland (Criminal Justice (Scotland) Act 2003 Section 11(2)(b))

How performance will be measured under this main objective –

- Measure of usefulness of training courses designed by RMA ie how these have/ will benefit practitioner, what has improved as a result of the training (through time, do the Judges see a difference in the quality of information coming before them, has the increased awareness and training in RA and RM assisted in reducing recidivism and/or serious crime (this may be something that we want to build in as a consultancy exercise for 08-09?)
- Feedback from stakeholders on RMA events and feedback from each group (ie police, sps etc) is the RMA meeting their expectations and requirements in relation to training etc
- Measure of what has improved in the field of risk assessment and management in general as a result of RMA training programme
- Delivery of projects in time and budget

Score	Key Objective		Timescale	Resources
2	4.1 (a) design of training module in elements of effective risk management practice (designed on basis of RMA RMP S&Gs) and train trainers sessions (b) Delivery of first round of training for practitioners on Elements of 2effective risk management training module	Chief Executive, DoOD	Commence June 2007	(a) £40k carried over from 06-07 budget (b) £50k carried over from 06-07 budget and £60k from 07-08 reallocated from Validation studies
2	4.2 (a) Delivery of train the trainers sessions covering Risk of Harm, HCR20, RSVP, SARA, B-SAFER and SAM (b) train practitioners in above	Chief Executive, DoOD	(a) April 07 (b) May onwards	(a) Event man costs (costs to trainers met from 06-07) (b) £45k carried over from 06-07 budget. £65k

				from 07-08 reallocated from validation studies
2	4.3 Delivery of training for practitioners on screening tool for the assessment of violence risk (see obj 2.8) <i>NB this training is dependent on the outcome of the literature review and whether the development of a screening toll is required</i>	Chief Executive, DoOD	Dependent on timescale for development of the tool (see obj 2.5), training may fall to 08-09	£25k allocated from 07-08 budget
2	4.4 (a) LSCMI train the trainers (training practitioners is SE responsibility) (b) commission work to prepare guidance and design training module on LSCMI Risk of Harm section	Chief Executive, DoOD	(a) by end May 07 (b) to be confirmed	(a) £10k (b) £10k
	4.5 Deliver training on risk of harm CD rom to practitioners	Chief Executive, DoOD		£82k from reallocation of validation studies, this may be an over estimate, if so funds to be reallocated to commence development of e-learning modules?
2	4.6 (a) Host annual conference (b) Host annual lecture		(a) May/June 07 (b) November 07	£15k £10k
1	4.7 Develop and implement CPD programme for Accredited assessors	Chief Executive, DoOD	May 07	£18k
2	4.8 Implementation of recommendations from Restricted Patients Project (audit and review work) <i>NB this work is dependent on instruction to be received from Scottish</i>	Chief Executive	To be confirmed	To be confirmed – no budget provision made

	<i>Ministers in light of their views on the report submitted by the RMA</i>			yet for this project, if only running costs then no issue but if external work required will need to find budget provision
2	4.9 Deliver quarterly best practice seminars based on research programme outcomes	R&T Committee, Chief Executive, DoOD	May 07, September 07, December 07 and March 08	Running costs and event management facilities costs
	4.10 Develop a training needs strategy in relation to risk assessment and risk management for SW, SPS, Police etc	Committee, Chief Executive, DoOD	To be confirmed	

5. To secure Best Value ensuring continuous improvement in all areas of the RMA’s work

How performance will be measured under this main objective:

- by review of the BV self-assessment process
- by benchmarking with other organisations
- by use of quality schemes, e.g. Chartermark (to measure customer service and delivery), Investors in People (improvement of organisation’s performance through its staff), EQFM (measuring performance in crucial business areas) Balanced Scorecard (framework for monitoring and setting of strategic key performance measures)
- by undertaking a general “customer/stakeholder” satisfaction survey and setting aims to improve on any areas as a result of the survey, publishing the result of the survey and monitoring against future surveys (this could cover some of the performance measures in other main objectives above)

Score	Key Objective		Timescale	Resources
1	5.1 Review of RMA corporate training plan and implementation of plan thereafter	Board, CE and senior management	By end June 07 (informed by staff and Board performance appraisals)	Running costs and staff and Board training costs - £25k allocated for training costs
1	5.2 Full implementation of electronic process management system and associated performance reporting/monitoring systems	Chief Executive, DBP	By March 2008	£50k capital budget approved for 07-08, and carry over of £100k from 06-07
1	5.3 Implementation of the programme of appraisal and review of all RMA staff related policies and procedures	Chief Executive, DBP	On-going as per timetable	Running costs

1 (a)	5.4 (a) Structured and comprehensive review of Accreditation process, covering first 3 RAOs, involving key stakeholders (b) Recommendation report from above	Chief Executive and senior management	(a) by August 07	Running costs
1 (b)			(b) 1 month after (a) above	
1 (a)	5.5 (a) Structured and comprehensive review of RMP approval process, covering first 3 OLRs, involving key stakeholders (b) Recommendation report from above	Chief Executive and Senior Management	(a) by end Dec 07 (dependent on when OLRs made)	Running costs
1 (b)			(b) 1 month after above	
1 (a)	5.6 (a) Structured and Comprehensive review of Research and Training procurement guidelines; peer review guidance and Contractors guidance for writing for the RMA (b) Recommendation report from above	Chief Executive and Senior Management	(a) commence Dec 07	Running costs
1 (b)			(b) by end March 08	
1	5.7 Develop appropriate equality performance measures for the RMA	Chief Executive and DBP	By end October 07	Running costs
1	5.8 Develop appropriate performance measures to demonstrate the RMA's commitment to the achievement of sustainable development	Chief Executive and DBP	By end October 07	Running costs
2	5.9 Develop and set key performance indicators for all areas of the RMA's work	Board, Chief Executive and Senior management	By end of 2007-08	Running costs
2	5.9 Review of Communications Strategy to complement the RMA business priorities for 07-08	Chief Executive, DBP	By May 07	Running costs

2	5.10 Continued implementation of business planning arrangements as set out in corporate risk management policy	Chief Exec and senior management	On-going	Running costs
1	5.11 Publication of RMA Annual Report and Accounts	Board, Chief Executive and Senior management	By end June 07	Running costs, external audit costs (approx £8k) and printing costs (approx £6k)
2 (a)	5.12 (a) Develop and publish service standards for the RMA's business (b) Implement procedures for reporting on achievement against service standards	Chief Executive and senior management	(a) and (b) By end August 07	Running costs
2 (b)				
2 (a)	5.13 (a) Undertake Chartermark and IIP self-assessments (b) with a view to achieving Chartermark award and IIP status in 08-09	Chief Executive and senior management	(a) by end February 08 (b) 08-09 financial year	Running costs
2 (b)				
2	5.14 Undertake a review of existing RMA staffing structures, roles and responsibilities and pay and grading with a view to making recommendations for improvements in efficiency and effectiveness in RMA service delivery	Board, Chief Executive and Senior management	Recommendations by end October 2007	£20k