

**BUSINESS PLAN 2008-09**



## Business Plan Proposals for the period 1 April 2008 to 31 March 2009

### 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
- Carry out key stakeholders survey

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	On-going	Running costs
2	1.2 Foster collaborative working and look to the future on policy objectives such as information sharing and risk management with multi agency partners including relevant Inspectorates, Community Justice Authorities, SPS, CJSW and Police. Continue to host interagency events for senior stakeholders to consider progress	On-going	Running costs, event management (£15k) and facilities costs
2	1.3 (a) Host annual conference  (b) Host annual lecture (if appropriate)	(a) May/June 08  (b) November 08	£25k for both events
2	1.4 Deliver best practice seminars based on current research	September 08, December 08 and March 09	£20k (shared budget between BP 1.4 & 3.2)
2	1.5 Ensure a credible authority and profile for the RMA by preparing papers for conferences, working parties and academic journals	On-going	Running costs
1	1.6 Provide advice and/or information to Parliamentary Committees as and when required	On-going	Running costs
1	1.7 Maintain close links with Justice Department by ensuring regular liaison	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	2.1 Progress research study into Risk Assessment & Management of Children and Young Offenders: Youth Offending and Youth Transition	Commence March 08	£50K
1	2.3 LSCMI: Commence validation and evaluation. (a) Design of research plan. (b) Monitor implementation and data gathering (c) Final analysis and report (d) Support LSCMI implementation and training including 2 pilot training events, evaluation and incorporation of feedback.	(a) Phase 1 commences April 08 (b) Phase 2 in 08 –10 (c) Phase 3 to report in December 2010 (d) June 08	(a) to (c) £100k - £150k over lifetime of the project Estimate for 08 – 09 £100k (d) £25,000

1 (a)	2.4 Progress further research into the Assessment & Management of Violent Offenders, including development of a Risk Assessment Framework Screening Tool for the assessment of violence risk	Ongoing through 08/09 (to be confirmed)	(a) £100,000 (Carry Forward 2007-08)
2 (b)			
2 (a)	2.5 (a) Commission 3 <sup>rd</sup> party grant to the study of the dynamic factors in psychopathy – CAPP Study	Commence December 08	£80k over anticipated 2 year lifetime of project
2 (b)	(b) Publish the report and prepare a policy note/RMA position		
2(a)	2.6 (a) Ongoing evaluation of the use of Stable and Acute 2000. (now SA07) – Phase 2 Implementation of SA07 with associated research plan	(a) 08 – 09	(a) £50k
2(b)	(b) Monitor implementation	(b) Ongoing through 08 - 09	(b) Running costs
1	2.7 Bi -annual review of RATED and publish version 3	Publish version by end 08	Running costs + Web Design costs £3k (Printing Budget)
2	2.8 Maintain and operate the Research Advisory Group	Ongoing	£45k
	2.9 Review & Revise RMA Research and Training Strategy	Publish version by end of 08	Running costs + Web design costs £3k (Printing Budget)

**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	On-going	Running costs
2	3.2 Host quarterly pre-application workshops	08 - 09	£20k (shared budget BP 1.4 & 3.2)
1	3.3 Consideration and approval of Risk Management Plans	On-going	Running costs
1	3.4 Draft/publish Version 2 of the RMP S&Gs for Serious Violent and Sexual Offenders	By end of September 08	Running costs + £15k for design, print & distribution costs and possible publicity
1	3.5 Draft/publish Version 2 of the RA S&Gs for Serious Violent and Sexual Offenders	By end of December 08	Running costs + £5k for launch and production of CD ROMs (Printing budget)
1 (a)	3.6 (a) Structured and comprehensive review of RMP approval process, covering first 12 OLRs, involving key stakeholders  (b) Recommendation report from above	(a) By end March 09 (dependent on when OLRs made)	Running costs
1 (b)		(b) 1 month after above	

**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

<b>Score</b>	<b>Key Objective</b>	<b>Timescale</b>	<b>Resources</b>
2	4.1 (a) Design of training package in developing and delivering effective risk management planning & practice (designed on basis of RMA RMP S&Gs with application to MAPPA)  (b) Delivery of first round of training for practitioners on developing and delivering risk management planning & practice training package to MAPPA areas	By end of September 0808 - 09	(a) £78k over lifetime of project £47,401 Carry Forward from 07 - 08  (b) £110k
2	4.2 (b) SPJ: Delivery of practitioner training modules including HCR20, RSVP, SARA, B-SAFER and SAM  (c) Ongoing evaluation of training programme	(b) July 08 onwards  (c) December 08	(b) £110k
	4.3 (a) Continue delivering training on Risk of Harm CD rom to practitioners (b) Revise Risk of Harm CD rom  (c) Design training for trainers module	(a) Ongoing  (b) December 08  (c) January 09	(a) £40k for up to 20 events  (b) £20K  (c) £20k
1	4.4 (a) Support the accreditation of potential and existing assessors (b) Continued professional development of existing assessors	Ongoing	(a) £10k  (b) £5K

2	4.5 Collaboration with mental health department on Mentally Disordered Offenders	Ongoing	Running Costs
2	4.6 (a) Design/deliver risk assessment report writing distance learning module (b) Delivery of Risk Assessment Report Writing Distance Learning Module	December 08	£50k (£15K anticipated spend during 07/08 with a Carry Forward of £35k)_ £30k
1	4.7 Maintain the Training Services Providers Group	Ongoing	£77k per annum maximum
2	4.8 Evaluate the potential to accredit training (SQA/Skillsmark for Justice)	April 08	£10k
	4.9 Further develop the RMA website to allow interactive participation via a secure link		£22,504 Carry Forward from 2007-08

## 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	Ongoing	Running costs and staff and Board training costs - £30k allocated for training costs
1	5.2 Implementation of the programme of appraisal and review of all RMA staff related policies and procedures	On-going as per timetable	Running costs
2	5.3 Review of Communications Strategy to complement the RMA business priorities for 08-09	By May 08	Running costs
1	5.4 Publication of RMA Annual Report and Accounts	By end June 08	Running costs, external audit costs (approx £8k) and printing costs (approx £6k)
2	5.5 Achieve IiP status	08 - 09	Running costs, and external consultants costs (approx £5k)