

# **RMA Interim Business Plan 2009-2010**

## Strategic Aim 1 – Best Practice

**We will promote best practice in the assessment and minimisation of risk of harm to others.**

- Further Scotland’s reputation as a leader in this field.
- Contribute to the development and implementation of criminal justice policy, in particular the Offender Management Programme, to ensure it is underpinned by best risk assessment and management practice.
- Engage key stakeholders and promote an understanding of the essential contribution risk assessment and management make to effective, defensible and ethical practice.
- Increase the effectiveness of existing policy initiatives, particularly the multi-agency public protection arrangements (MAPPA) as they are further developed and violent offenders are included within the arrangements.

Business Plan No	Strategic Priorities	Timescale	Budget	Progress Report
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### SA 1.1 Ministerial / Policy

### Running Costs

<b>SA 1.1.1</b>	<p>Provide advice on the development, implementation and review of policy through participation in the Offender Management Programme and membership of national working groups.</p> <p>CE &amp; DoOD</p>	On-going	Running costs	<p>LSCMI Pilot Commenced – Training delivery completed</p> <p>SA07 Evaluation project commenced. Practitioner interviews have commenced</p> <p>Liaising with SGJD to agree wider remit for RMA involving provision of advice on the development and review of policy.</p> <p>Custodial Sentences Management PiB MAPPA working Groups FRAME PCC</p>
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				Youth Justice Framework Impementation Group
<b>SA 1.1.2</b>	<p>Promote Scotland's reputation as a leader in the field and ensure a credible authority and profile for the RMA by preparing papers for conferences, working parties and academic journals</p> <p>Respond to national and international interest in Scotland's approach to risk assessment and risk management.</p> <p>CE &amp; DoOD</p>	On-going	Running costs + events management	<p>RMA will prepare paper for International Workshop run by Monash University in 2010. Draft paper due in Oct. – Abstract submitted on Managing High Risk Offenders</p> <p>Advice and support given to "vulnerable persons vetting unit"</p> <p>Advice and support given to SCEDA</p> <p>Swedish Board of Forensic Medicine visit hosted by one-day multi-agency event</p> <p>Application submitted for membership to the European for Probation</p>
<b>SA 1.1.3</b>	<p>Provide advice and/or information to Parliamentary Committees as and when required</p> <p>CE &amp; DoOD</p>	On-going	Running costs	
<b>SA 1.1.4</b>	<p>Maintain close links with Justice Department by ensuring regular liaison to ensure effective contribution to and alignment with current policy.</p> <p>Board &amp; SMT</p>	On-going	Running costs	<p>Meetings held with SGJD to agree Management Framework Agreement which focuses on a widened remit for the RMA</p> <p>Supporting the EPU with the national rollout of LSCMI</p>

**SA 1.2 Strategic Partnerships**

**£3k**

<b>SA 1.2.1</b>	<p>Foster relationships with stakeholders for collaborative and cross-cutting initiatives.</p> <p>CE &amp; DoOD</p>	On-going	<p>Running costs</p> <p>£3k event management</p>	<p>ACPOS – Supporting the evaluation of SA07, approval received for RMA staff to access ViSOR</p> <p>SPS – Partnership working with staff on CPAI</p> <p>Renfrewshire Council – Supporting council staff in the implementation of the LSCMI pilot scheme</p> <p>Meeting Forensic Network in August to discuss partnership working</p> <p>North Strathclyde CJA – Agreed co-operation on training initiatives for LSCMI and CCP</p> <p>CREDOS</p>
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**SA 1.3 Seminars and Conferences**

**£26k**

<b>SA 1.3.1</b>	<p>Host conference</p> <p>SMT &amp; CM</p>	27 May 2009	£20k	<p>Conference currently deferred to late autumn. Conference scheduled for May 2010 in collaboration with National MAPPA co-ordinator</p> <p>Main Conference deferred to Autumn 2010</p>
<b>SA 1.3.2</b>	<p>Deliver Best Practice Seminar(s)</p> <p>IM &amp; CM</p>	September 2009, and January 2010	£6k	<p>Next best practice seminar event on “imminence” as requested by Edinburgh practitioners</p> <p>Working in Partnership conference arranged for 12<sup>th</sup> May</p>

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**Resource Allocation:** This strategic aim is primarily resourced by RMA staff with an allocation of £29k for events

## Strategic Aim 2 – Research & Innovation

**We will promote Scotland as an international leader in research and innovation in the field of offender risk assessment & risk management.**

- Collaborate with universities and other centres of research and innovation in the criminal justice field, engage front-line practitioners and agencies in dialogue to identify research gaps.
- Review, disseminate and contribute to the international literature and knowledge base.
- Positively model and promote a culture of learning.
- Promote the place of evaluation as a core element of effective practice.
- Support Scottish Government's objectives by contributing research activity

Business Plan No	Strategic Priorities	Timescale	Budget	Progress Report
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### SA 2.1 LSCMI: Level Service Case Management Inventory

### Running costs

<b>SA 2.1.1</b>	<p>This project aims to support the effective implementation of the LSCMI by road testing the training, materials and Scottish amendments to the instrument. It will provide learning and guidance to inform the national implementation</p> <p>LSCMI implementation pilot for Renfrewshire CJSW. Revision and co-ordination of LSCMI Training materials, venue costs, training and implementation including 3 x 5 day pilot training events, trainers' fees and associated costs, evaluation and incorporation of feedback</p>	<p>Ongoing until March 2011</p> <p>Renfrewshire implementation date is 16<sup>th</sup> November.</p> <p>First interim report due 28<sup>th</sup> February</p>	<p>Running costs + temp Research assistant.</p> <p>Budget costs committed 2008-09 To inform national LSCMI Standards.</p> <p>Testing LSCMI for the Scottish Government.</p> <p>Ties into violence risk assessment.</p>	<p>3 Training events have been completed. Pilot proven to be a valuable learning experience.</p> <p>Refresher session to be held for first two groups and half day senior management training.</p> <p>Renfrewshire expected implementation date is August</p> <p>Temporary research assistant appointed</p>
<b>SA 2.1.2</b>	Participation in PCC	Ongoing	Running costs	CE attending monthly national project control meetings

				RMA Training Officer developed links with pilot scheme and project manager of national programme
<b>SA 2.1.3</b>	LSCMI revisions, analysis and recommendation report.	November 2009 until March 2010	Running Costs	Findings and recommendations from pilot study being collated; significant work underway in relation to findings training materials and schedules being revised.

**SA 2.2 FRAME: Framework for Risk Assessment, Management, and Evaluation      £14k**

<b>SA 2.2.1</b>	<p>This project supports all of the RMA' strategic aims, and embraces all other projects. It also supports the work of the multi-agency FRAME PCC.</p> <p>RMA project to develop a risk assessment and management framework for violent and sexual offenders. The framework will provide a structured, tiered approach to risk assessment and management, which incorporates clear guidance for practitioners on proportionate, meaningful and purposeful practice.</p> <p>The aim is to develop a comprehensive framework to promote consistent, competent and confident practice among multi-agency partners, based on a shared understanding, language and respect for distinct roles and responsibilities.</p> <p>The framework will incorporate assessment instruments but will ground their use in practice principles.</p>	Ongoing – 5 year RMA project	Running costs	<p>Basic Concepts established, secured agreement at strategic level with Tripartite Group.</p> <p>Explored concepts with practitioners and senior managers</p> <p>Scheduled to be incorporated into the revision of the Risk of Harm CD.</p>
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<b>SA 2.2.2</b>	Currently researching material, building the model and presenting stages to external agencies. Research Officer required for 6 months	Ongoing – 5 year RMA project	£14k- temporary research assistant	Ongoing
<b>SA 2.2.3</b>	Principles and standards underpinning FRAME presented to PCC	December 2009		Presented to PCC in January, comments received mid march being incorporated, further paper on definitions to be presented in March
<b>SA 2.2.4</b>	Practice guidelines presented to PCC	March 2010		

**SA 2.3 SA07: Stable & Acute 2007**

**£14k**

<b>SA 2.3.1</b>	<p>This project aims initially to evaluate the national multi-agency implementation of this instrument, providing information on practice, user satisfaction, and quality of application, providing quality improvement recommendations</p> <p>Examine the implementation of the Stable and Acute 2007 in relation to quality control/improvement</p> <p>DM</p>	Ongoing – 5 year RMA project, commencing March 2009	£14k - temporary research assistant	<p>Research specification completed</p> <p>Project plan developed</p> <p>Temporary research assistant appointed</p> <p>RMA staff received ViSOR training</p> <p>Due to the need for transcribers this project is anticipated to cost an additional £10k</p> <p>Interviews with social work and police underway</p>
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<b>SA 2.3.2</b>	Make recommendations for good practice in the use of the tool and set up quality control/support measures for Scottish practitioners and provide feedback reports on a six monthly basis  DM	December 2009	Running Costs	First Feedback report scheduled for April
<b>SA 2.3.3</b>	Advise and Validate phase  DM	March 2010-11	Running Costs	

**SA 2.4 RAG: Research Advisory Group**

**£42k**

<b>SA 2.4.1</b>	Provisional fund to provide expert input and peer review of research related projects  DOD	Ongoing	£42k	Currently considering acquiring 10 items of work via RAG which is expected to cost £17,000  Currently identifying suitable candidates to conduct RATED peer review - Costs expected to be circa £10k - £20k dependent on number of reviews  All completed and satisfactory
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**SA 2.5 CPAI: Correctional Practice Assessment Inventory**

**Running Costs**

<b>SA 2.5.1</b>	CPAI: Correctional Practice Assessment Inventory evaluates adherence to principles of RNR, and programme integrity.  Training for RMA and partner staff to allow introduction of CPAI to UK, and advance commitment to evaluation.		Running Costs  Budgeted to train 15 individuals  Phase 1 training to be held on RMA premises	Contract Let  Phase 1: Core Correctional Practice training to be delivered in July.  Phase 2: CPAI (Peterhead Visit) conducted in Sept.
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	DoOD		Budgeted costs of training committed to 2008-09 budget	Partnership with Prof Peter Raynor developed to support future use.  Contract completed.
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**Resource Allocation:** All projects are conducted by RMA staff with allocated budget to provide temporary research assistants and expert advice as required, the total budget being invested towards this strategic aim is £70k plus a further £30k has been provided as a contingency fund to enable RMA to address objectives arising from its revised strategy.

## Strategic Aim 3 – Setting the Standard

### We will extend and advance the concept of standard setting for risk practice

- Further develop existing standards based on feedback.
- Accredite methods of risk assessment and risk management, and promote the benefits of such accreditation.
- Support Scottish Government’s objectives by setting practice standards and developing guidelines, for the range of sexual and violent offenders.
- Provide guidelines and resources to ensure a commitment to continuous learning and improvement is promoted through the dissemination of research literature.
- Provide guidance for risk management teams, for example in complex case management, or risk management system development.

Business Plan No	Strategic Priorities	Timescale	Budget	Progress Report
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#### SA 3.1 Risk Assessment Orders

#### Running costs

<b>SA 3.1.1</b>	Consideration and evaluation of applications for accreditation.  IM & PO	On-going	Running costs	Accredited 4 additional assessors resulting in a total of 15 Assessors, target is 20.  Reaccredited 5 assessors
<b>SA 3.1.2</b>	Publicise Accreditation process via Newsletter and hosting Accreditation Pre-application Workshops on RMA premises  IM & CM	As Required	Running costs	Limited success of current approach evaluated; new approach adopted to target potential Assessors directly and through key partners such as SoFMH
<b>SA 3.1.3</b>	Provide day to day support to assessors	On-going		<u>Providing regular advice on process issues, interpretation of standards and guidelines, advice on CPD and renewal</u>

				<u>applications</u>
<b>SA 3.1.4</b>	Quality assurance of risk assessment reports	On-going		Agreement reached SCS to obtain to all RARs from assessors.
<b>SA 3.1.5</b>	Revise RAR format	March 2010		<p>Assessor seminar for user feedback Request for feedback from judiciary</p> <p>Received feedback from Judiciary (3/24) Presently seeking views of Case Managers, feedback mid March.</p> <p>Update to current to RAR formate expected for June.</p>

### SA 3.2 Risk Management Plans

### Running Costs

<b>SA 3.2.1</b>	<p>Consideration and approval of Risk Management Plans</p> <p>RMP Committee, IM &amp; PO</p>	On-going	Running costs	<p>29 RMP's approved year to date</p> <p>RMA currently manages 47 OLRs with 8 RAO's in progress</p>
<b>SA 3.2.2</b>	<p>Structured and comprehensive review of RMP Internal and external processes involving key stakeholders</p> <p>IM &amp; PO</p>		Running costs	RMP approval process has been reviewed and an Options Paper produced
<b>SA 3.2.3</b>	<p>Recommendation report from above</p> <p>IM &amp; PO</p>		Running costs	Options paper submitted to RMP Approval Committee and Board for consideration. Recommendation pending.
<b>SA 3.2.4</b>	<p>Keep under review the interface between RMP, MAPPA, Parole and SPS processes</p> <p>IM &amp; PO</p>		Running costs	Established relationships with key agencies such as the Parole Board to ensure robust interface between various systems

				<p>Parole Board to amend own rules regarding Offender access to RMP</p> <p>Meeting scheduled victims, witnesses , and Parole life sentence division to discuss interface between RMP and parole</p>
<b>SA 3.2.5</b>	<p>Oversee profile of offenders subject to RAOs and OLRs to monitor targeting and promote learning about target group.</p> <p>IM &amp; PO</p>		Running costs	<p>Access to RAR's established, database established and being tested.</p> <p>Work commenced on capturing data.</p> <p>Advice being sought regarding Data Protection issues in relation to publication of research</p>

### SA 3.3 Publications

**£30k**

<b>SA 3.3.1</b>	<p>Review and revision of Risk Assessment Tools Evaluation Directory (RATED) and publish version 3. Proposals for development and peer review under consideration.</p> <p>Revise to respond to FRAME, close attention to violence, screening, young people, domestic violence and introduction of responsivity section.</p> <p>DM &amp; RO</p>	Ongoing	<p>Running costs £13k design, print and distribution costs</p> <p>Peer review funded through RAG</p>	<p>Reviewing publication options for RATED, to reduce costs, considerations include alternative media distribution options and charging for hard copy of publication.</p> <p>Draft version of RATED produced and being reviewed</p>
<b>SA 3.3.2</b>	<p>Produce Standards &amp; Guidelines for Risk Assessment and Management of Violent and Sexual Offenders to support Offender Management Programme and complement new</p>	<p>Ongoing</p> <p>Final Draft by March 2010</p>	<p>Running costs £12k for design, print &amp; distribution and possibly publicity</p>	<p>Draft S&amp;G's produced, submitted RMA committee and FRAME PCC</p> <p>Currently working on feedback from both</p>

	<p>MAPPA guidelines.</p> <p>This publication will serve as the initial literature review for FRAME and will be incorporated in CD-Rom</p> <p>IM &amp; RO</p>			groups
<b>SA 3.3.3</b>	<p>Publish two handbooks, one for Accredited Risk Assessors and another for OLR Case Managers providing standards and procedures specific to the OLR.</p> <p>IM &amp; RO</p>	<p>Ongoing</p> <p>March 2010 following publication of the new MAPPA guidelines</p>	<p>Running costs £5k for launch and production of CD ROM</p>	

**Resource Allocation:** This strategic aim is primarily resourced by RMA staff with an allocation of £30k for publishing and distribution costs

## Strategic Aim 4 – Raising the Standard

We will develop and encourage education and skills development in the field of risk assessment & risk management

- Identify or develop a range of learning resources to support practice at each level of FRAME
- Develop our web based training programme and distance learning resources.

Business Plan No	Strategic Priorities	Timescale	Budget	Progress Report
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### SA 4.1 RMP&P: Risk Management Planning and Practice £5k

<b>SA 4.1.1</b>	'Train the Trainers' Delivery of first round of training for practitioners on developing and delivering risk management planning & practice to MAPPA areas. (Budget costs committed 2008-09 £44,275.00  Deliver 2 x RMPP Training Events – Accommodation and related costs  DM, TO & TC	February - June 2009  Estimated for May / Aug 2009. Subject to change	Running Costs  £5k	Project Completed however target group not adequately covered. Would recommend a further training session if funds permit.
<b>SA 4.1.2</b>	Negotiate delivery of training to agencies Register of interest 300 practitioners (agency costs)  DM, TO & TC	Estimated for April / June 2009-10. Subject to change	Running Costs  RMA not budgeting to deliver actual training	

### SA 4.2 SPJ: Structured Professional Judgement Running Costs

<b>SA 4.2.1</b>	Negotiate delivery of Practitioner training Modules  DM, TO & TC	As agreed if and when required through Management Framework	Running costs  RMA not budgeting to deliver actual	
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		Agreement	training	
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**SA 4.3 Assessing and Managing Risk CD ROM**

**£19k**

<b>SA 4.3.1</b>	Continue delivering practitioner training on Assessing and Managing Risk CD ROM. Training to be extended to September 2010 with additional events (4 residual events from current contract and up to 6 further events on extended contract)  DM, TO & TC	Ongoing – September 2010	£19k	
<b>SA 4.3.2</b>	Revise Assessing and Managing Risk CD ROM (£40,250k commit budget 2008-09)  DM, TO & TC	March 2009 to September 2010	Costs committed previous year	Contract Let due to be completed by March 2010.  Contract completion date amended to end Aug 2010  Revision underway.
<b>SA 4.3.3</b>	Negotiate further contract for technical support as FRAME develops	December 2009	TBC	Negotiation to be commenced

**SA 4.4 Accredited Assessors**

**£20k**

<b>SA 4.4.1</b>	Support the accreditation of potential and existing Assessors. Year start assessors (11) - target 20  IM & PO	Ongoing	£10k	Currently supporting the development of one deferred candidates  Two additional assessors have been accredited taking total number of accredited assessors to 13.
<b>SA 4.4.2</b>	Continued professional development of	Ongoing	£10k	Considering reducing this budget by 50%



	existing Assessors - £500 per Assessor based on 20 Assessors  IM & PO			in 2010/11
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**SA 4.5 Risk Assessment Report Writing**

**£20k**

<b>SA 4.5.1</b>	Delivery of Risk Assessment Report Writing Module in distance learning format to:  (i). 10 Deferred Assessor Candidates (ii). 10 MAPPA Candidates  DoOD, DM, IM		£10k £10k	Module completed  Establishment of mentor support being negotiated  Course delivery. Mentoring and Assessment agreed with SoFMH  20 candidates applied for course
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**SA 4.6 TSPG: Training Services Providers Group**

**Running Costs**

<b>SA 4.6.1</b>	Training Services Providers Group  DoOD, DM	Ongoing	Running costs	Contract let to Cognitive Centre to adapt LSCMI training materials for National rollout  Contract let to Coventry to modify the Risk Management Planning and Practice consistent with the FRAME approach providing tier specific training
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**Resource Allocation:** The primary cost for this aim is the development and distribution of training which will cost £59k.

## Strategic Aim 5 – Improving the Service

We will continuously improve performance and practice in the areas of financial management, accountability, corporate governance and stakeholder development supporting the delivery of all strategic aims.

- Develop a workforce plan to identify and balance future staffing needs.
- Benchmark with external organisations.
- Develop the performance management systems.
- Ensure best value through use of e-solutions.

Business Plan No	Strategic Priorities	Timescale	Budget	Progress Report
<b>SA 5.1 Corporate Training</b>			<b>£29k</b>	
<b>SA 5.1.1</b>	Provide continued professional development of staff and board member to ensure the RMA remains an effective organisation  DBP	Ongoing	£29k	Staff appraisals completed and PDP's produced.  Over the year all 13 staff have attended one of the 41 courses approved this year  4 Board Members have attended 7 courses.  Staff mid year reviews are currently being completed.  Staff and Board member end of year appraisals have been instructed

**SA 5.2 HR Function**

**£14k (Allocated Group B Budget)**

<p><b>SA 5.2.1</b></p>	<p>Review internal HR support function</p> <p>DBP</p>	<p>On-going</p>	<p>Running costs</p>	<p>Reviewing Business team resources following resignation of Finance/Admin Officer</p> <p>New Structure will provide a single point of contact for HR matters</p>
<p><b>SA 5.2.2</b></p>	<p>Implementation of the programme of appraisal and review of all RMA staff related policies</p> <p>DBP</p>	<p>On-going as per timetable</p>	<p>Running costs</p>	<p>All staff polices have been reviewed. New Handbook has been created and is due to be issued in July to staff for consultation.</p> <p>Staff Handbook will be reviewed with the staff representatives with an implementation date scheduled for Jan 2010</p> <p>Process delayed – expected completion is May.</p>
<p><b>SA 5.2.3</b></p>	<p>Appraisal and review of all RMA staff related procedures and control systems</p> <p>DBP</p>	<p>On-going as per timetable</p>	<p>Running costs</p>	<p>Staff procedures are currently being reviewed in line with HR policies</p>
<p><b>SA 5.2.4</b></p>	<p>Review allocation of duties and organisational structure</p> <p>DBP</p>		<p>Running costs</p>	<p>Currently reviewing staff structure and resources</p> <p>New staff structure has been presented to and approved by the Board. Currently in discussion with staff representatives regarding the implementation of the new structure.</p>

				New Staff Structure implemented; 3 posts currently vacant
<b>SA 5.2.5</b>	Appoint HR Consultancy Services to provide legal advice and maintain HR policies and procedures  DBP	Apr 2009	£2k (allocated Group B budget)	Contract has been let to Croners
<b>SA 5.2.6</b>	Develop Pay & Reward system which is both competitive and compliant with SG Pay Policy  DBP		£12k (allocated Group B budget)	Hay Group have been appointed to conduct a pay review, expect final report and recommendations in August.  New Pay model has been approved by Board and Remuneration Committee and has been submitted to SG Finance Pay Policy for approval  New pay model approved by SG; Offer to be formally presented to PCS for consideration.
<b>SA 5.2.7</b>	Review Union Recognition agreement  DBP		Running Costs	RMA has entered into a Union Recognition Agreement with PCS

**SA 5.3 Communications**

**£6k (Allocated Group B Budget)**

<b>SA 5.3.1</b>	Review of Communications Strategy to complement the RMA business priorities for 2009-10  DBP & CM	Sept 2009	Running costs	
<b>SA 5.3.2</b>	Publication of RMA Annual Report and Accounts  CE, DBP & CM	Sept 2009	£6k (allocated Group B budget)	Annual report and accounts completed  Annual Accounts signed by Auditor General and laid before Parliament, now

				published on the RMA website.
<b>SA 5.3.3</b>	Review current printing contracts and publications  CE, DBP & CM	Oct 2009	Running costs	Alternative Printers have been identified also reviewing alternative media to distribute publications eg, CD and Internet download  New Website system will result in a shift towards electronic delivery of publications and reduce printing requirements

**SA 5.4 IT Facilities**

**£10k (Allocated Group B Budget)**

<b>SA 5.4.1</b>	Consultancy assessment of future IT requirements and the development of relevant tender specification document  DBP, CM & TO		£10k (allocated Group B budget)	Initial discussion have taken place with ISIS (SG IT dept)  Scheduled 6 monthly meeting with SG Information Services & Information Systems (ISIS) to review performance and developments  Reviewing alternative IT solutions for integrated OLR Case Management System  Discussions ongoing with ISIS regarding issues with current case management system
<b>SA 5.4.2</b>	Review current IT contracts  DBP, CM & TO		Running costs	Reviewed IT contract with SG which produced a £6k savings  Agreed a Memorandum of Understanding for the provision of ICT Services between

				SG and RMA
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**SA 5.5 Governance**

**£5k (Allocated Group B Budget)**

<b>SA 5.5.1</b>	Conduct a Governance health check review  DBP		£5k Consultancy costs (allocated Group B budget)	
<b>SA 5.5.2</b>	RMP Approval (Statutory obligation): Produce forecast for OLR volume and assess critical volume levels for current structure. Produce alternative working systems to address future volumes  DBP		Running Costs	Report forecasting future OLR volume completed

**SA 5.6 Finance**

**£5k (Allocated Group B Budget)**

<b>SA 5.6.1</b>	Review Best Value system to ensure organisation is operating in compliance with SG and forthcoming internal audit.  DBP		Running Costs	
<b>SA 5.6.2</b>	Identify possible income streams in order to reduce running costs  DBP		Running Costs	Possible income streams identified. Discussed implications of income generating opportunities with sponsor dept. Annual conference ear marked as first case for income generation to test new processes etc  Next RMA conference will be fee based  Set up staff group to identify income opportunities – discussed issues of

				<p>publications being free to download but payable in hardcopy format, fee based workshops and consultancy.</p> <p>Meetings with IT and Corporate Banking Services have taken place in order to set up appropriate financial systems and control procedures.</p> <p>Have commenced generating income via conference fees.</p>
<b>SA 5.6.3</b>	<p>Review performance indicators to ensure organisation is operating in compliance with SG and forthcoming internal audit.</p> <p>DBP</p>	Oct 2009	Running Costs	<p>Initiated work on the development of the RMA's Strategic Plan which will result in the implementation of a new performance management system.</p> <p>New Corporate Plan and Business Plan produced contain new performance indicators</p>
<b>SA 5.6.3</b>	<p>Review and standardise procurement contractual terms and conditions.</p> <p>DBP</p>		£5k Legal costs (allocated Group B budget)	

**Resource Allocation:** The total cost for supporting the objectives in this strategic is £69k.