

CORPORATE PLAN 2024-2029



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OUR MISSION: MAKING SCOTLAND SAFER

OUR STRATEGIC AIMS: HOW WE WILL ACHIEVE OUR MISSION OVER THE NEXT FIVE YEARS

Develop evidence-based risk assessment and management

Set and raise the standard of risk assessment and management

Improve knowledge, skills and confidence in risk assessment and management

Influence policy, practice and public confidence in risk assessment and management

OUR VALUES: WE EMBRACE THEM THROUGHOUT THE WORK WE DO:



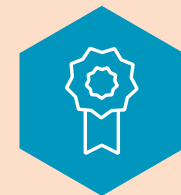
LEARNING



INTEGRITY



FAIRNESS



EXCELLENCE

INTRODUCTION

Delivering our new strategy for the future of Scotland

As we approach the twentieth anniversary of the Risk Management Authority, we are pleased to publish our corporate plan on how we will make Scotland safer and reduce serious harm over the next five years.

Over the last two decades, we have continually transformed our approach to ensure that we are always learning, developing and delivering effectively. Having initially focused on setting standards for the [Order for Lifelong Restriction](#), we have broadened our work substantially to support social work, police and prison staff in developing a shared and consistent approach to risk assessment and risk management of those who pose a risk of serious harm.

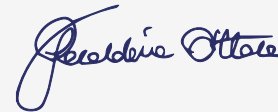
We do this by [undertaking research](#) to improve our understanding of the complex task of assessing and managing serious violent and sexual offending. Justice agencies can now undertake in depth assessments and develop comprehensive risk management plans.

Our work also focuses on developing standards of practice and assessing the quality of work so that we are continuously improving our approach to supporting progression and public safety. We raise standards by training justice social work, police and prison staff and providing direct support and advice on this complex task.

Over the next five years we will be focused on delivering improvements on how custody is used in Scotland for those who pose a risk of serious harm. When someone causes serious harm, the impact of this can be lifelong and the trauma can be impossible to recover from, the ripple effects can be generational. Our plan has been developed to respond to this so that we have a society in which people feel, and are, safer in their communities.



Mark McSherry
Chief Executive



Geraldine O'Hare
Board Convener



WHO WE ARE

Our Mission is to make Scotland safer

The RMA is the national centre of expertise in risk assessment and risk management in Scotland. Our work contributes to creating a modern, effective and evidence-based justice system that is fit-for-purpose. We do this by:

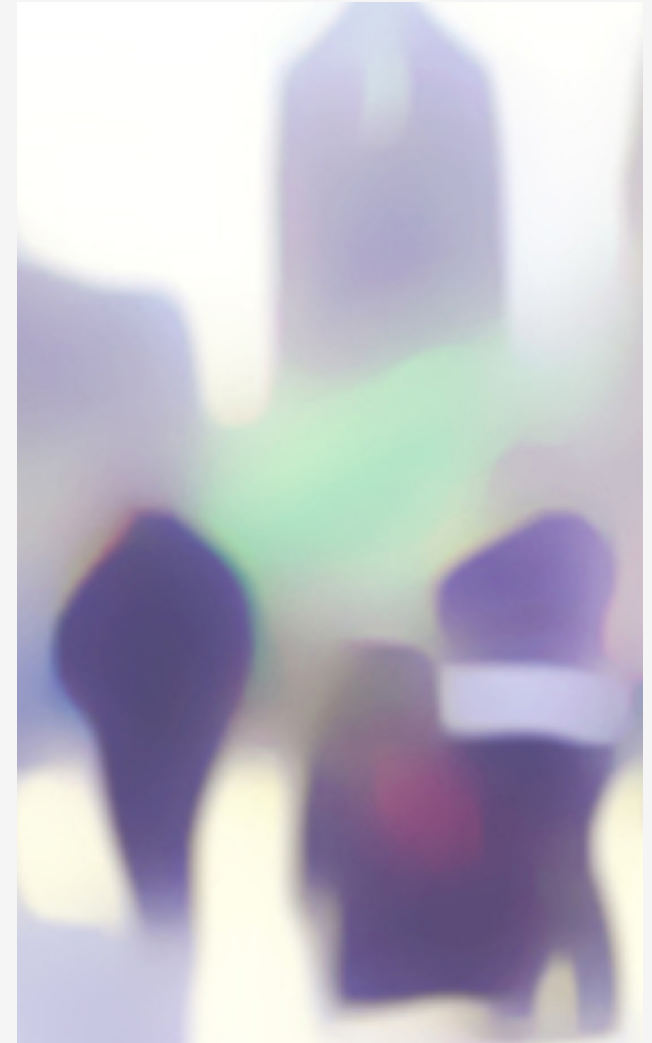
- Providing advice and guidance to Scottish Ministers
- Developing and publishing ethical and evidence-based research
- Preparing and issuing Standards and Guidelines
- Delivering statutory responsibilities in relation to the Order for Lifelong Restriction (OLR)
- Providing specialist training programmes to justice colleagues

Our work in relation to the unique OLR sentence includes reviewing, approving and providing guidance on individualised Risk Management Plans for individuals with an OLR, to uphold standards of human rights and maintain public safety. Additionally, we accredit qualified and experienced risk assessors to complete Risk Assessment Reports (RAR) for the high court when an OLR is being considered, a central part of the Scottish justice system.

We are proud to be represented by highly skilled and motivated people. Our colleagues are committed to making a difference to public protection in Scotland and championing effective practice in risk assessment and management. We will continue to invest in our colleagues through our learning and development strategy, and provide effective leadership to ensure colleagues are valued and supported in shaping and delivering our strategic aims.

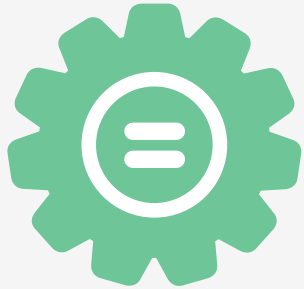
Our role is vital to the delivery of the Scottish Government's Vision for Justice: effective, ethical and evidence-based risk assessment and risk management can reduce the risk of serious harm to the public and create a safer Scotland for everyone.

Our Corporate Plan has been developed in the context of the Resource Spending Review and Public Sector Reform. Over the next five years, we will demonstrate our impact on making Scotland safer and reducing serious harm.



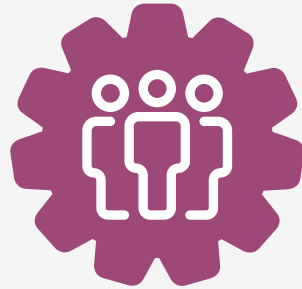
NATIONAL PERFORMANCE FRAMEWORK

Our work supports the Scottish Government's delivery of the [National Performance Framework](#), the long-term plan working towards a safer and more successful country for everyone.



We respect, protect and fulfil human rights and live free from discrimination

At the RMA, we: advocate for an ethical, evidence-based and human-rights respecting approach to risk assessment and risk management.



We live in communities that are inclusive, empowered, resilient and safe

At the RMA, we: are committed to reducing the risk of serious harm posed to the public through our work, creating safe communities for all. We take proactive steps to support safe reintegration and work to make sure victim safety planning is an integral part of risk management.



We are well educated, skilled and able to contribute to society

At the RMA, we: deliver specialised expert training in risk assessment and risk management to police and social work, to increase knowledge, skills and confidence.



We are open, connected and make a positive contribution internationally

At the RMA, we: are an authority on risk assessment and management in Scotland. We share our knowledge and understanding with justice partners internationally to improve practice in risk assessment and risk management.

VISION FOR JUSTICE

The Scottish Government's [Vision for Justice in Scotland](#) is designed to support a just, safe and resilient country.

As the only authority on risk assessment and management in Scotland, through our strategic aims and legislative functions, we are in a unique position to contribute to the successful delivery of this vision.

We have a society in which people feel, and are, safer in their communities

At the RMA, we: deliver expert training that helps to increase knowledge, skills and confidence in risk assessment and risk management practice in Scotland. Effective risk assessment and risk management contributes directly to reducing crime and creating safer communities.

We have effective, modern, person-centred and trauma-informed approaches to justice in which everyone can have trust, including as victims, those accused of crimes and as individuals in civil disputes

At the RMA, we: have a vital role in ensuring that the Order for Lifelong Restriction sentence meets our required standards. We advocate for effective risk assessment and management that is tailored to individuals and proportionate to risk, that can provide assurance that everyone can have trust in our services.

We support rehabilitation, use custody only where there is no alternative and work to reduce reoffending and revictimisation

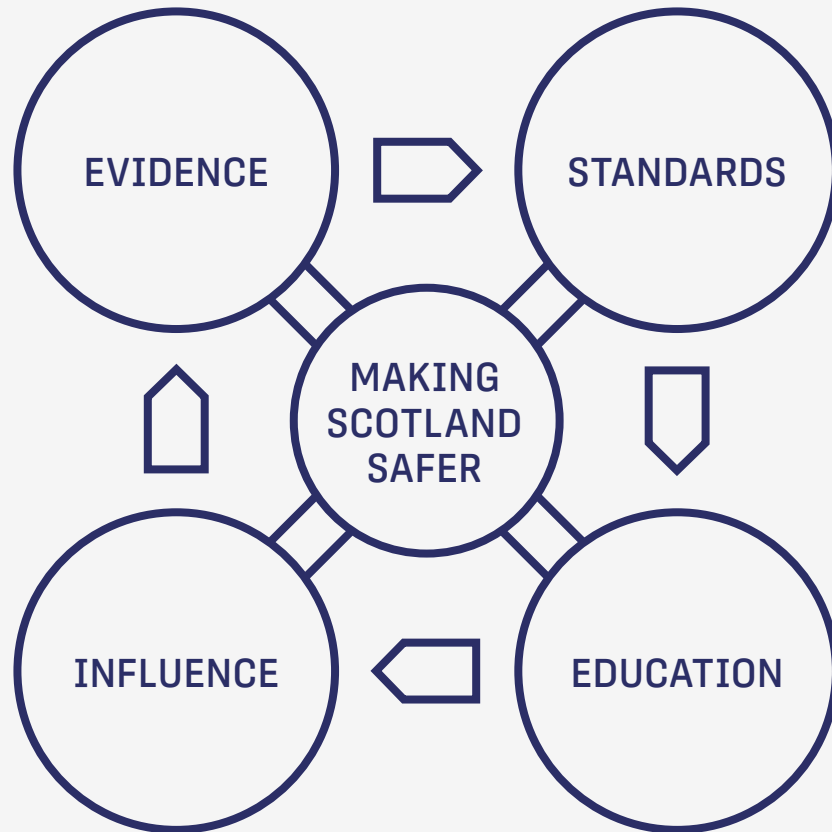
At the RMA we: firmly believe in effective risk assessment and risk management to reduce the prison population safely. We support rehabilitation and advocate for safe reintegration into communities. The long term goal of this vision is that people should only be held in custody where they present a risk of serious harm.



OUR VALUES



OUR AIMS



EVIDENCE

Research is the foundation of all that we do at the RMA. We compile and publish research so that our approach is informed by the best available evidence of what works in reducing serious harm.

STANDARDS

We set and raise the standard of risk assessment and management in Scotland through our evidence-based Standards and Guidelines. We evaluate and provide quality assurance for a safer Scotland.

EDUCATION

We provide learning to ensure that justice agencies and the Scottish public are confident in how we respond to risk. Our training and education improves skills, knowledge and confidence.

INFLUENCE

We work collaboratively with partners across justice and provide advice to Scottish Ministers to improve outcomes, increase public understanding and support continual improvement in the justice sector.

DEVELOP EVIDENCE-BASED RISK ASSESSMENT AND MANAGEMENT

What this means:

Research is the foundation of all that we do at the RMA. We compile and publish research so that our approach is informed by the best available evidence of what works in reducing serious harm. To make sure Scotland has an effective, modern and person-centred justice system that respects everyone’s human rights, we use evidence to develop risk assessment and management methods that are tailored to the roles of those involved.



Publish research on the consistency and usefulness of the assessment framework we are piloting with individuals convicted of indecent images of children offences, and provide advice to Ministers.

Launch, build and maintain an online directory of effective approaches to risk management of those who pose a risk of serious harm and provide advice to Ministers on applying this in Scotland.

Review and update our directory of risk assessment tools providing information of the evidence base ([Risk Assessment Tools Evaluation Directory, RATED](#)).

Provide advice to Ministers by researching the responsivity needs (e.g. learning difficulties) of the Order for Lifelong Restriction (OLR) population to improve tailoring of treatment and progression.

Collaborate with external researchers and build a network of researchers to develop the evidence base in the Scottish justice system.

Work with victim agencies to increase our understanding of victim safety planning, to inform our Standards and Guidelines for Risk Management.

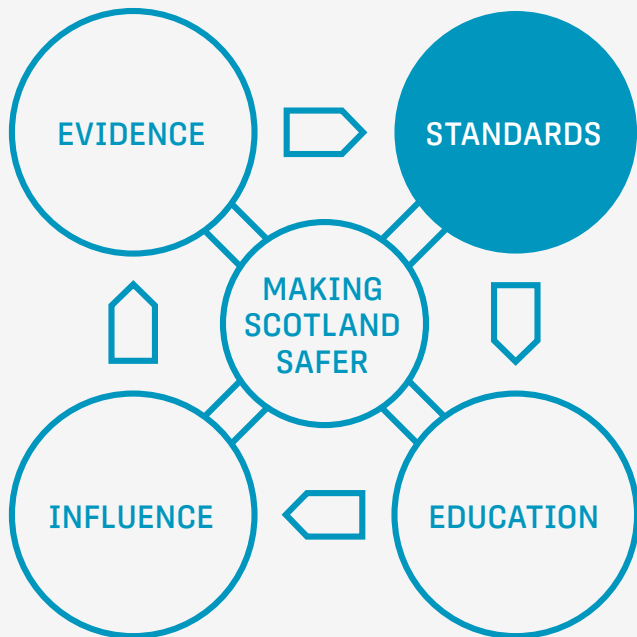
Use evidence from our research to develop and maintain relevant pilot schemes, including the management of long term prisoners and supporting effective practice in community supervision.

All our research published will meet the publication standards set out in the Framework for Research Governance, Management and Assurance (FRGMA)

SET AND RAISE THE STANDARD OF RISK ASSESSMENT AND MANAGEMENT

What this means:

We set the standard for risk assessment and risk management in Scotland. We develop and publish evidence-based Standards and Guidelines, evaluate their implementation and provide support to justice agencies to assure that these standards are met. We work in partnership to raise the quality of Risk Assessment Reports and Risk Management Plans required in the risk assessment and risk management of those who pose a risk of serious harm.



Work with the Scottish Prison Service to assure standards of risk management are met and plans are implemented for those subject to the Order for Lifelong Restriction (OLR).

Establish the baseline of the quality of risk assessment reports, risk management plans and OLR annual reporting. Use the data to evaluate our impact.

Review and apply our Standards and Guidelines to different contexts, with those who pose a risk of serious harm in the custody and communities.

Identify areas of improvement and provide guidance and training to support justice agencies to develop high quality risk management plans.

Work with justice agencies to embed quality assurance within audit and evaluation processes, to support risk-based decision making forums (e.g. Risk Management Teams Parole and MAPPA).

IMPROVE KNOWLEDGE, SKILLS AND CONFIDENCE IN RISK ASSESSMENT AND MANAGEMENT

What this means:

We provide learning to ensure that justice agencies and the Scottish public are confident in how we respond to risk. Our training and education strategy supports those working in justice to improve their skills, knowledge and confidence in working with those who pose a risk of serious harm and require risk management.



Work with justice agencies to analyse their training needs relating to risk assessment and management to develop the RMA training strategy.

Develop online resources to improve knowledge and confidence relating to the risk assessment and management of those who pose a risk of serious harm.

Develop and evaluate the quality of specialised training for those who risk assess and manage individuals who pose a risk of serious harm.

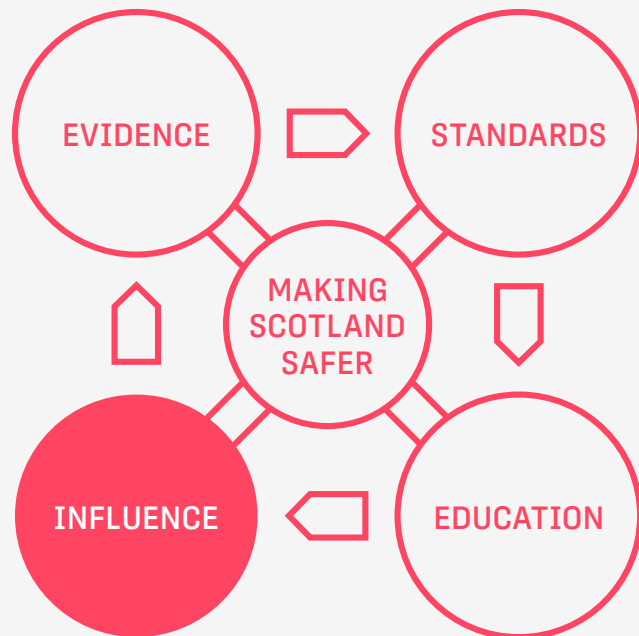
Work with justice agencies to develop and deliver training on risk-based decision making (e.g. the Judiciary and Parole).

Create a framework for accreditation for those involved in managing individuals who pose a risk of serious harm to provide assurance to the public on the effectiveness of risk management in Scotland.

INFLUENCE POLICY, PRACTICE AND PUBLIC CONFIDENCE IN RISK ASSESSMENT AND MANAGEMENT

What this means:

We work collaboratively with partners across justice to learn from the expertise of others. We contribute to working groups across the sector; and provide evidence-based advice and guidance to Scottish Ministers to inform policy development, influence practice and improve confidence in risk assessment and risk management. This work is crucial to improve outcomes, increase public understanding and support continual improvement in the justice sector.



Review the implementation of the [Framework for Risk Assessment, Management and Evaluation \(FRAME\)](#) to ensure consistent implementation of policy and practice in Scotland.

Develop a shared approach to consistent, efficient and ethical risk management in custody, working with the Scottish Prison Service, justice social work and justice agencies.

Identify areas for improvement and provide advice to Ministers by reviewing the risk management of those subject to the Order for Lifelong Restriction (OLR) throughout their sentence.

Work with the Scottish Government and other relevant justice partners to consider the role of risk assessment at pre-sentencing (e.g. bail and diversion) and release from custody.

Maintain our representation and develop our influence in working groups, conferences and forums. Measure our influence on policy and practice relating to risk assessment and risk management.

Improve the management of individuals who pose a risk of serious harm, and are subject to active and alert management by working with the Scottish Government and justice agencies.

Host an international conference to share evidence of effective practice and influence policy, research and practice in risk assessment and management in Scotland.

Improve public understanding of the effectiveness of risk assessment and management in Scotland by working with communities effected by crime and developing public campaigns with justice agencies.

KEY PERFORMANCE INDICATORS

We are committed to transparency and monitoring our progress.

Over the next five years we will continue to publish annual Business Plans and our Annual Report and Accounts, which are audited and laid before Parliament, to update on our progress.

In our Annual Report and Accounts we will report on identified key performance indicators (KPIs) to provide assurance that our work is high quality and in line with this Corporate Plan.



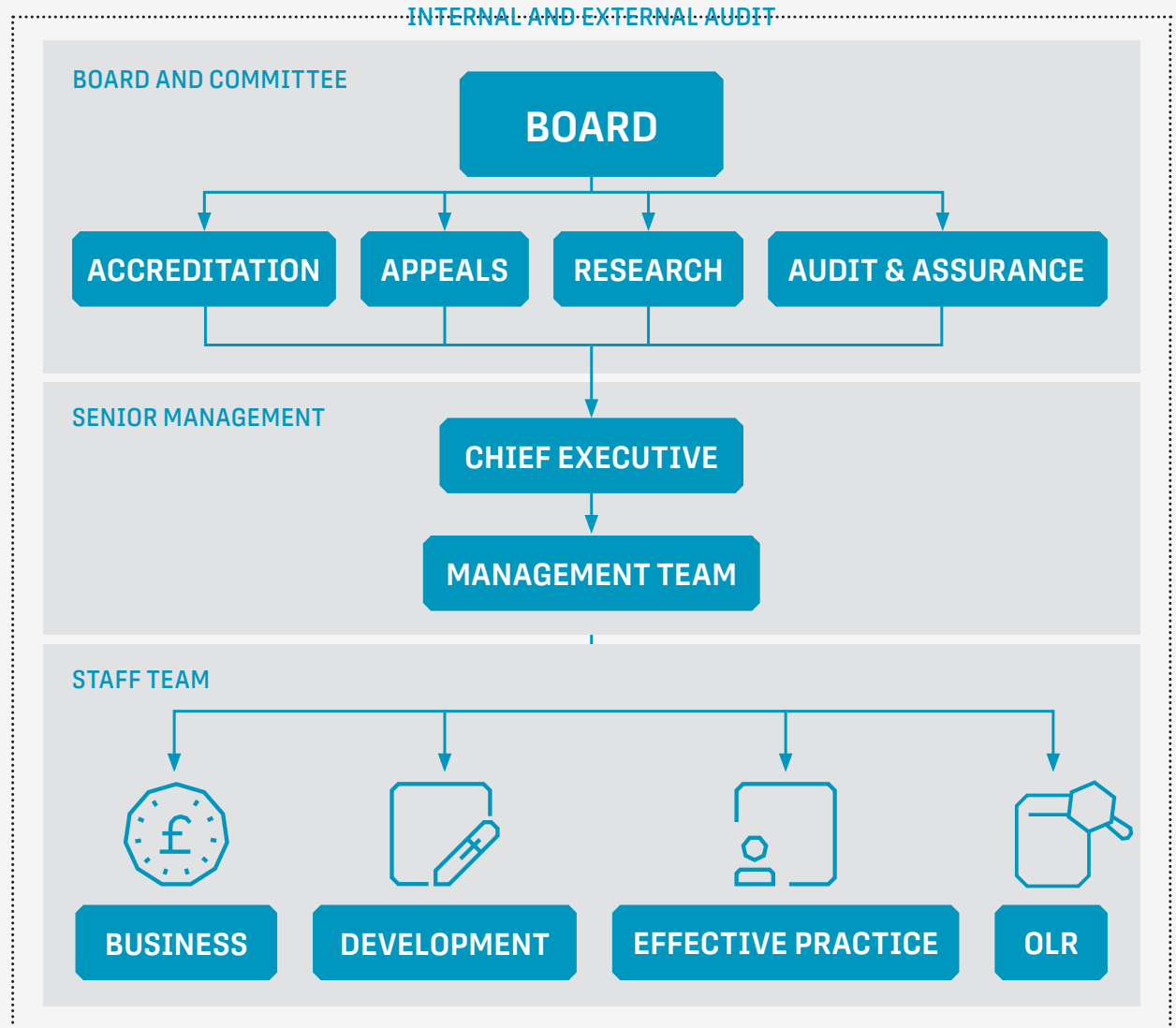
GOVERNANCE FRAMEWORK

The RMA was established by the Criminal Justice (Scotland) Act 2003. Our Chief Executive is accountable to the Scottish Government Community Justice Division, who act as sponsor and funder. Our Board provide the RMA with strategic direction.

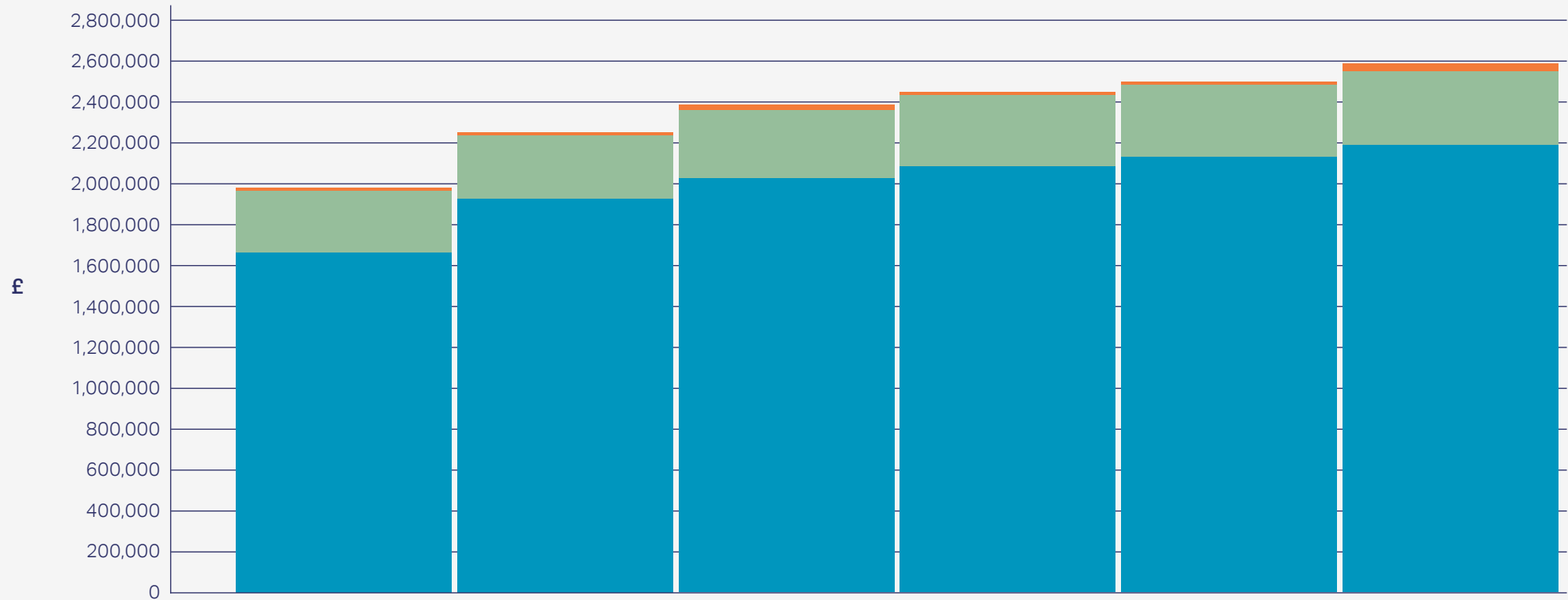
Our Corporate Plan will be delivered through annual Business Plans. Progress is monitored by our Board and reported on annually in our Annual Report and Accounts, which are audited by Audit Scotland.

As a public body, we have a duty to the people of Scotland to deliver best value. Audit Scotland have identified the need for public sector reform to ensure that effective services are financially sustainable in the future. We will continue to engage with Scottish Ministers, the Scottish Parliament and the Criminal Justice Board to ensure that policy and practice development is informed and influenced by our work.

In consultation with the Scottish Government, we have agreed a Sponsorship Framework. This framework sets out the broad parameters within which we will operate and defines key roles and responsibilities which underpin the relationship between the RMA and the Scottish Government. Under the terms of the framework, the Director for Justice and Deputy Director for Community Justice Division has responsibility for overseeing and ensuring effective relationships between the Scottish Government and the RMA.



EXPENDITURE PLAN



	Budget 23-24 (£)	Plan 24-25 (£)*	Plan 25-26 (£)*	Plan 26-27 (£)*	Plan 27-28 (£)*	Plan 28-29 (£)*
Capital	5,000	5,000	8,400	5,000	5,000	13,400
Operating Costs	347,000	326,238	334,279	340,494	347,402	368,154
Salary Cost	1,640,000	1,915,785	2,024,724	2,059,500	2,113,814	2,215,257
Total	1,992,000	2,247,023	2,367,403	2,404,994	2,466,216	2,596,811

*Expenditure 2024 to 2029 is subject to confirmation by the Scottish Government. Adjustments will be reflected in RMA annual report and accounts for these years.

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