

**RMA**

# **BUSINESS PLAN**

2026-27

**REDUCING  
SERIOUS HARM**

# OUR MISSION

## MAKING SCOTLAND SAFER

### OUR STRATEGIC AIMS



#### EVIDENCE

Develop evidence-based risk assessment and management.



#### STANDARDS

Set and raise the standard of risk assessment and management.



#### EDUCATION

Improve knowledge, skills and confidence in risk assessment and management.



#### INFLUENCE

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

### OUR VALUES



#### LEARNING

We drive change and promote a culture of continuous improvement. We support and value each other's contribution; we acknowledge that shared experience and understanding helps us achieve our aims.



#### INTEGRITY

We are impartial, consistent, and objective in our work and not afraid to challenge to make Scotland safer. We believe in honesty and transparency, and our work can be trusted.



#### FAIRNESS

We put people at the heart of what we do, and our work is firmly rooted in human rights. We act fairly, consistently and we treat everyone with dignity. Our people are compassionate and we want to make a positive difference.



#### EXCELLENCE

We are committed to setting and upholding the highest possible standards and we deliver what we promise.

## CONTENTS

Introduction.....	05
Corporate Structure.....	05
Strategic Objectives.....	07
Evidence.....	07
Standards.....	09
Education.....	10
Influence.....	11
Statutory Functions.....	13
Key Performance Indicators.....	15
Vision for Justice.....	16
National Performance Framework.....	17
Financial Summary.....	19
Appendix.....	20



# INTRODUCTION

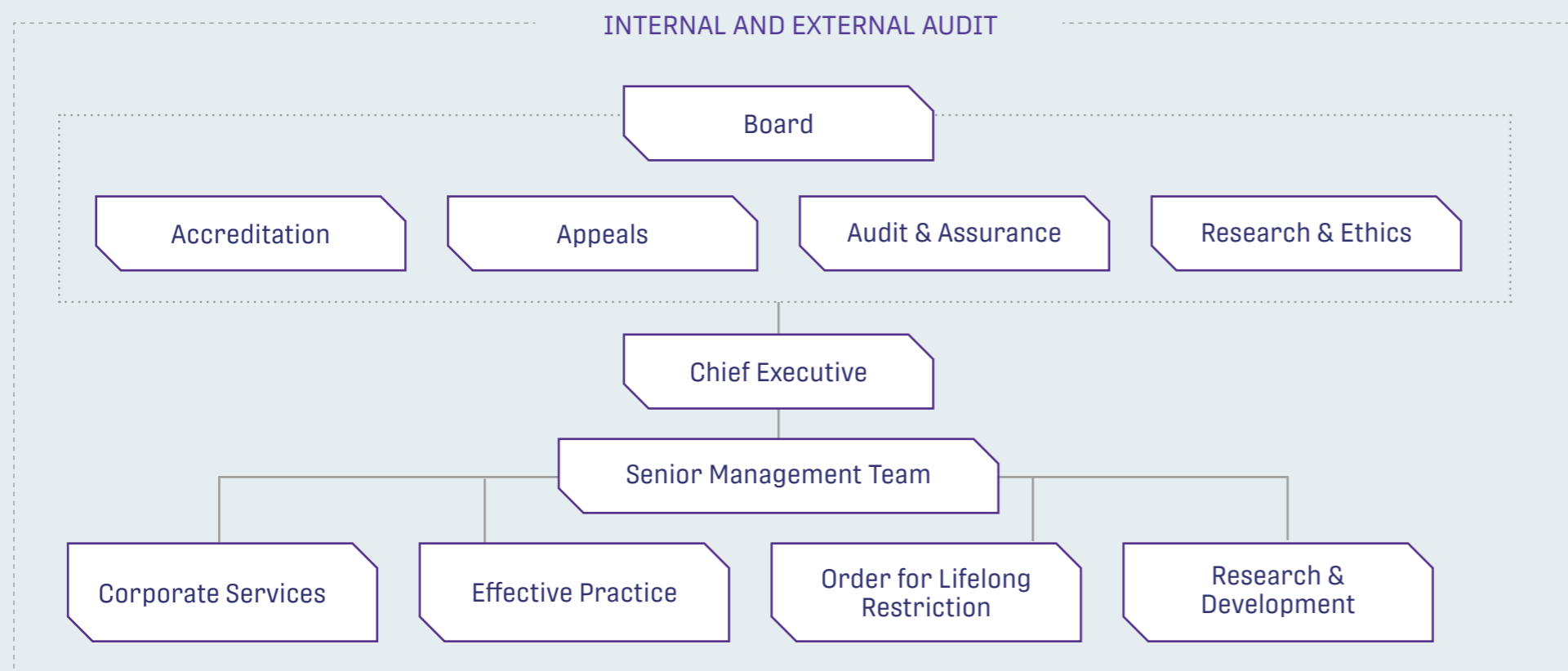
The Risk Management Authority (RMA) has been Making Scotland Safer for two decades. Our work contributes to creating a modern, effective and evidence-based justice system that is fit-for-purpose. We have developed standards of practice and delivered improvements to how risk of serious harm is assessed and managed in Scotland. To help make Scotland a safer place for people to live, we will continue to build on that work in 2026-27.

This year, we will continue to conduct research into the characteristics of individuals subject to the [Order for Lifelong Restriction \(OLR\)](#), considering responsivity needs, offending behaviour and adverse childhood experiences, to improve the tailoring of treatment and approaches to progression, balancing human rights considerations and public protection requirements. Our Statutory Functions to oversee the administration of the OLR extends into our ongoing work with the Scottish Prison Service (SPS) to assure standards of risk management are met and plans are implemented for those subject to the sentence. Building on research work conducted during 2024-25 into the performance of Multi-Agency Public Protection Arrangements (MAPPA), this year we will analyse the findings and provide advice and recommendations to Ministers on quality assurance support in respect of Risk Management Plans and MAPPA in operation. We are also pleased to begin preparations for an RMA Conference in Autumn 2027, bringing together justice colleagues to share knowledge and expertise to inform improvements to risk assessment and management.

This Business Plan is set within the context of our [2024-2029 Corporate Plan](#), and has been developed in the context of the Resource Spending Review and Public Sector Reform.

# CORPORATE STRUCTURE

The RMA is governed by a Chief Executive who is accountable to the Scottish Government Community Justice Division, our sponsor and funder. Our Board and four committees (Accreditation, Appeals, Audit & Assurance, and Research & Ethics), provide strategic direction and monitor our progress. Visit our website to find out more about our [Board](#) and [team](#).



## BUSINESS PLAN OBJECTIVES

To develop evidence-based risk assessment and management, we will:

- Continue to review and update our directory of risk assessment tools ([Risk Assessment Tools Evaluation Directory, RATED](#)), providing information of the evidence base.
- Conduct research and engagement with stakeholders around the characteristics (for example, responsivity needs, offending behaviour, and adverse childhood experiences) and management of individuals subject to an OLR to improve the tailoring of treatment and approaches to progression.
- Conduct research and engagement to better support agencies on pre-sentencing risk assessment, such as Police Scotland and Crown Office Procurator Fiscal (COPFS), contributing to improvements in risk assessment practice.
- Work together with Forensic Mental Health colleagues to explore the characteristics (for example, responsivity needs, offending behaviour, and adverse childhood experiences) of individuals subject to the OLR who have been in Forensic Mental Health Services.
- Begin to conduct research comparing the characteristics of individuals who received an OLR to those who were assessed but not sentenced to an OLR to better understand the prison population and inform improvements to risk assessment and management.
- Work with victims' agencies to increase our understanding of victim safety planning, to inform our [Standards and Guidelines for Risk Management](#).

# STANDARDS

## To set and raise the standard of risk assessment and management, we will:

- Embed all applicable content from the [Standards and Guidelines for Risk Management](#) and 2025 Risk Management Plan template within system developments to the LS/CMI method, RMA training and MAPPA.
- Continue our ongoing work with the Scottish Prison Service, including delivering inputs and support, to assure standards of risk management are met and plans are implemented for those subject to the OLR.
- Continue our research to establish the baseline of the quality of Risk Management Plans and identify themes arising to inform improvement activities.
- Scope out the information required to establish the baseline of the quality of OLR Annual Reporting, then conduct an analysis to identify themes arising to inform improvement activities.
- Use our baseline analysis to provide advice and recommendations to Ministers on MAPPA in operation relating to the [Standards and Guidelines for Risk Management](#). We will continue to provide support to responsible authorities, particularly Justice Social Work and Police Scotland.

## EDUCATION

To improve knowledge, skills and confidence in risk assessment and management, we will:

- Develop online resources to improve knowledge and confidence relating to the risk assessment and management of those who pose a risk of serious harm. We will publish these on an online learning platform in 2026-27 to support on-demand training for colleagues across the country.
- Continue our ongoing work with justice agencies to analyse their training needs relating to risk assessment and management to develop the RMA training strategy; training resources will be considered by role and responsibility.

## INFLUENCE

To influence policy, practice and public confidence in risk assessment and management, we will:

- Improve public understanding of the effectiveness of risk assessment and management in Scotland by working with communities affected by crime and developing public campaigns with justice agencies.
- Begin preparations to host an international conference in Autumn 2027, bringing together justice colleagues and speakers from across the world to learn from each other and inform improvements in risk assessment and risk management.

# STATUTORY FUNCTIONS

The RMA was established in 2005 by the [Criminal Justice \(Scotland\) Act 2003](#) which sets out our statutory functions. Work we will do this year includes:

## Policy and Research

- Support colleagues across justice in delivering a sustainable prison population, including working with First Grant of Temporary Release, Home Detention Curfew, and advice to the Criminal Justice Board.
- Continue working in line with our evaluation framework for the First Grant of Temporary Release (FGTR) pilot to provide assurance for FGTR decision-makers.
- Respond to relevant justice consultations and calls for views providing advice and guidance in line with RMA functions.
- Continue to work with colleagues on introducing provisions of the Bail and Release from Custody (Scotland) Act via our representation on national multi-agency groups.
- Maintain our representation and measure our influence on policy and practice from our representation at working groups, conferences and forums, including the Scottish Parliament's Criminal Justice Board.
- Continue to collaborate with a network of external researchers to develop the evidence base in the Scottish justice system.
- Provide risk assessment data to the Scottish Prison Service and Criminal Justice Board to understand the risk and needs of the long-term prison population.
- Maintain our online directory of risk management approaches – [Selecting Approaches for Effectively Responding to Risk \(SAFERR\)](#) – to support those working with individuals who pose a risk of serious harm, and provide advice to Ministers on applying this in Scotland.

## Implementation and Review of Risk Management Plans

- Evaluate approximately 48 Amended and 25 Initial Risk Management Plans (RMPs).
- Review approximately 287 Annual Implementation Reports (AIRs).

## Accreditation, Education and Training

- Continue our campaign to attract appropriately qualified individuals to become [Accredited Assessors](#), supporting throughout the application, Accreditation and induction process.
- Deliver training and education sessions on risk assessment, formulation and risk management to justice social work, Police Scotland, SPS and risk-based decision makers across justice agencies.
- Assure the quality of Home Detention Curfew (HDC) in line with the assessment framework and evaluate optimisation of the operating model.
- Provide ongoing support and a helpdesk service for the implementation of the LS/CMI.

## HR and Business Support

- Completion of the internal OLR Review.
- Continue to engage with the Public Sector Reform Agenda.
- Develop an internal Learning and Development Strategy to support colleague continuous development.
- Update relevant HR Policies and Procedures.

# KEY PERFORMANCE INDICATORS

We are committed to transparency and monitoring our progress. In line with our [Corporate Plan for 2024 - 2029](#), as we develop the project plans to achieve our objectives, we will update our measures to assess our impact.

In the meantime, our Senior Management Team will monitor the progress of our work against planned objectives and report to the Board. Indicative performance measures for this year are outlined as:

Priority	Measure	Target	
1	Order for Lifelong Restriction	RMA will evaluate Initial and Amended RMPs within eight weeks of receipt.	90%
2	Training	Improvement in delegates' knowledge and confidence following RMA training courses.	10% average improvement
3	Finance	Monthly accounts to be completed within five working days of month end.	100%
4	Pilot Schemes	RMA will evaluate First Grant of Temporary Release complex case submissions within five weeks of receipt.	100%
5	Promoting Effective Practice	LS/CMI Helpdesk queries responded to within 10 working days.	100%

**KPI1:** We will complete evaluations for Initial and Amended Risk Management Plans in eight weeks (40 working days) of receipt.

**KPI2:** This indicator measures the improvement in scores from the pre-course knowledge check to the post-course knowledge check, aiming for an average of 10% improvement in scores across all participants.

**KPI3:** As a public body the RMA has a duty to submit monthly accounts to the Scottish Government, we commit to completing all monthly accounts within five working days of month end.

**KPI4:** We will complete quality assurance of First Grant of Temporary Release complex case submissions within five weeks (25 working days) of receipt.

**KPI5:** We will aim to respond to all LS/CMI Helpdesk queries, via telephone or e-mail, within 10 working days of receipt.

# VISION FOR JUSTICE

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

At the RMA, research is the foundation of everything we do to contribute to effective risk assessment and risk management, helping to make sure that people feel, and are, safer in their communities. This year, our work includes conducting research and engagement with stakeholders around the characteristics (for example, responsivity needs, offending behaviour, and adverse childhood experiences) and management of individuals subject to an OLR to improve the tailoring of treatment and approaches to progression.

## Aim: We work together to address the underlying causes of crime and support everyone to live full and healthy lives

We will work together with Forensic Mental Health colleagues to explore the characteristics (for example, responsivity needs, offending behaviour, and adverse childhood experiences) of individuals subject to the OLR who have been in Forensic Mental Health Services.

## Aim: We have effective, modern, person-centred and trauma-informed approaches to justice in which everyone can have trust

This year we will continue to conduct research and engagement to better support agencies on pre-sentencing risk assessment, such as Police Scotland and Crown Office Procurator Fiscal (COPFS), contributing to improvements in risk assessment practice.

## Aim: We support rehabilitation, use custody only where there is no alternative and work to reduce reoffending and re-victimisation

Risk assessment is central to the justice system and use of custody. This year we will continue our ongoing work with the Scottish Prison Service, including delivering inputs and support, to assure standards of risk management are met and plans are implemented for those subject to the OLR.

# NATIONAL PERFORMANCE FRAMEWORK



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

We advocate for an ethical, evidence-based and human-rights respecting approach to risk assessment and risk management that is tailored to the individual. This year, we will continue our research and engagement work, and work together with Forensic Mental Health colleagues to explore the characteristics (for example, responsivity needs, offending behaviour, and adverse childhood experiences) of individuals subject to the OLR who have been in Forensic Mental Health Services.



## We are open, connected and make a positive contribution internationally

Last year we marked our 20th Anniversary with a knowledge sharing event across the sector; and we continually share our knowledge and understanding with justice partners internationally, through representation at working groups, conferences and forums, to influence policy and practice. This year plans are underway to bring an RMA Conference to Autumn 2027.



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

Since 2015 we have consistently delivered specialised expert training in risk assessment and management to police and justice social work, to increase knowledge, skills and confidence. This year we are further developing online resources to help increase access to RMA training.

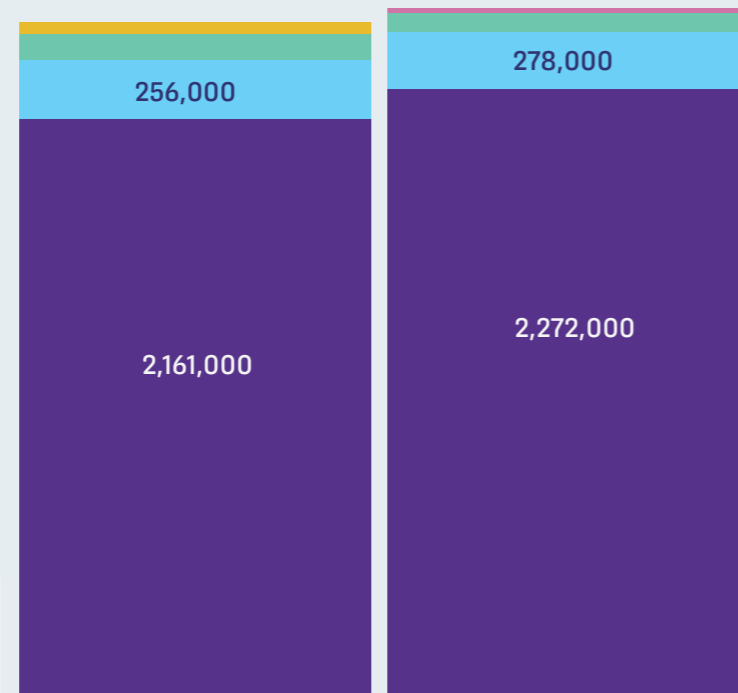


## We live in communities that are inclusive, empowered, resilient and safe

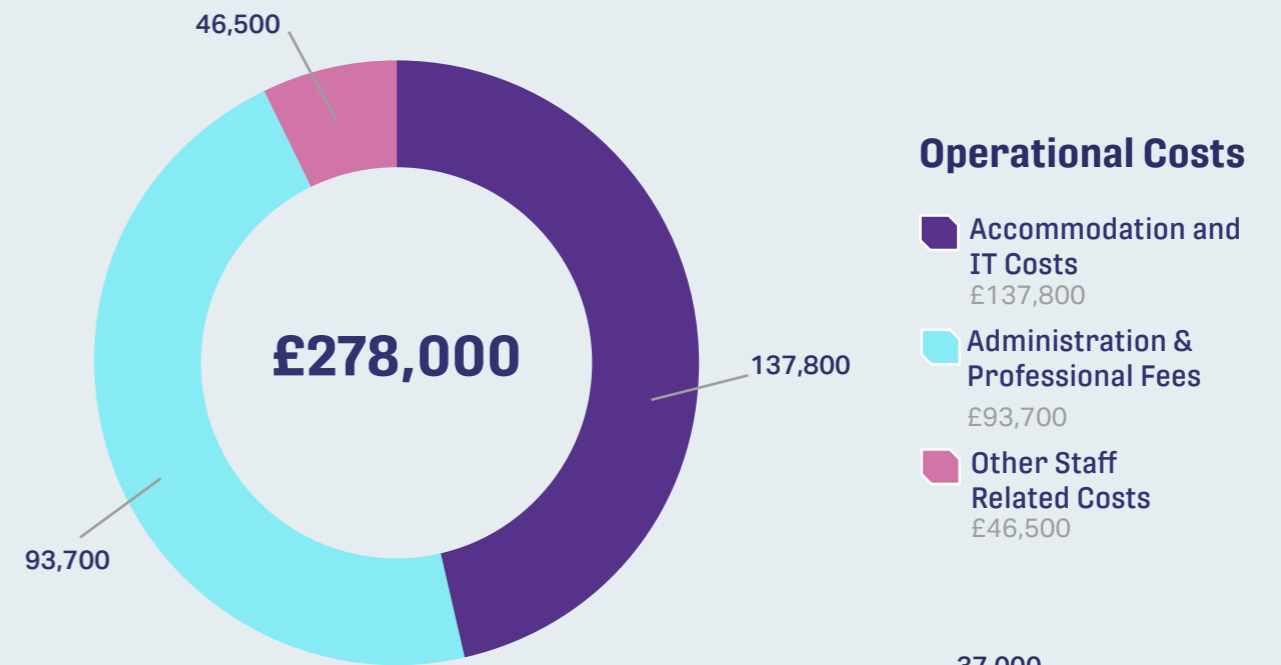
Throughout all our work, we remain committed to reducing the risk of serious harm posed to the public, creating safe communities for all.



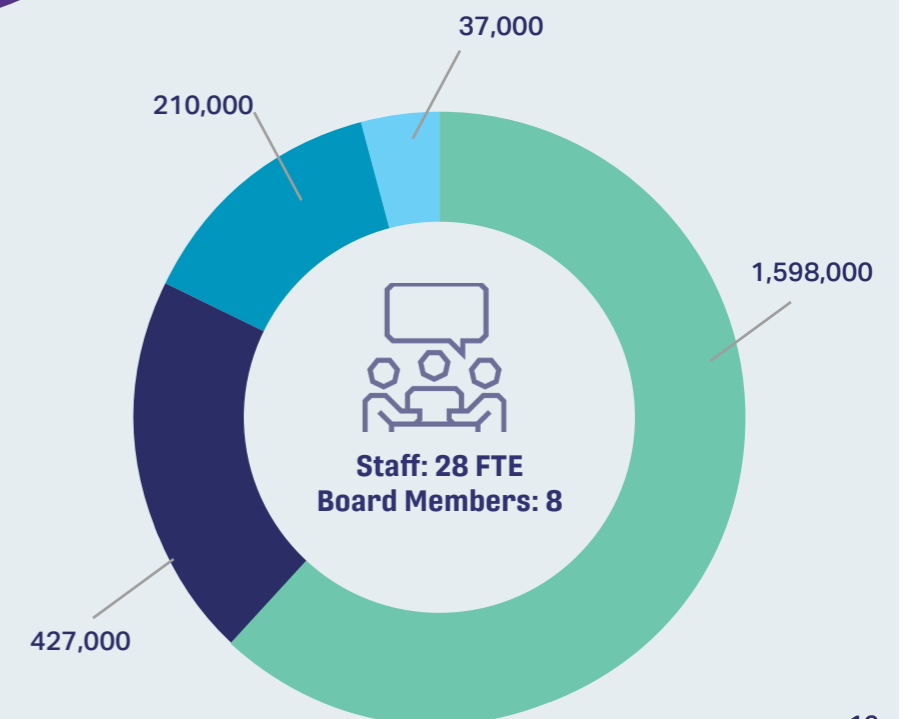
# FINANCIAL SUMMARY



	Budget 2025-26 (£)	Budget 2026-27 (£)
● Depreciation (Fixed Assets)	15,000	0
● Dilapidations Provision	0	10,000
● Depreciation (Lease Property)	41,000	41,000
● Operating Costs	256,000	278,000
● Salary Cost	2,161,000	2,272,000
<b>Total Grant In Aid Funding</b>	<b>2,473,000</b>	<b>2,601,000</b>



## Salary Costs



## APPENDIX: WORKING GROUPS

At the RMA we provide advice and guidance to justice partners across the country, and contribute to several working groups to support effective practice:

- Corporate Governance Groups (10)
- Counter Terrorism Groups (2)
- Criminal Justice & Programme Boards (9)
- Domestic Homicide & Suicide Review Group (2)
- Forensic Network Special Interests Group
- Justice Social Work Groups (8)
- LS/CMI Governance Groups (4)
- MAPPa Governance Groups (4)
- National Training Groups (2)
- NOTA Executive

The logo for the Risk Management Authority (RMA) consists of the letters 'RMA' in a bold, blue, sans-serif font.A blurred background image of a building, likely the RMA headquarters, with a warm, golden light source in the sky, possibly a sunset or sunrise.

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**RISK  
MANAGEMENT  
AUTHORITY**