

RMA

2022-23 BUSINESS PLAN

PUBLISHED APRIL 2022



**REDUCING
SERIOUS HARM**

**OUR DUTIES FOCUS ON
REDUCING THE RISK
OF SERIOUS HARM AND
MAKING SCOTLAND SAFER**

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WHAT WE DO

The RMA is a non-departmental public body established in 2005 by the Criminal Justice (Scotland) Act 2003. Our duties focus on protecting the public. We ensure that effective risk assessment and risk management practices are in place, to reduce the risk of serious harm posed by violent and sexual offending.

As a national authority of risk assessment and risk management, at the RMA we publish national **Standards and Guidelines**, provide advice to Scottish Ministers, and contribute to ensuring decisions in the Scottish justice system are defensible and appropriate.

We support bodies responsible for the management of offenders in both custody and community, and we have specific responsibilities related to administering and overseeing the Order for Lifelong Restriction (OLR) sentence.

As a centre of excellence, we provide independent practical advice and advocate for evidence-based ethical risk assessment and management. We respond to training needs for justice agencies in Scotland and provide training to increase confidence and competence in risk assessment and management.

This is the final year of our **2020-23 Corporate Plan**, which lays out our three Strategic Aims: Develop, Implement, Evaluate. These strategic aims recognise the importance of our role in the justice system and the contributions we make to **Scottish Government National Outcomes** and **Vision for Justice in Scotland**.

This, our Business Plan, contains our objectives for the year 2022-23 set within the context of our Corporate Plan and Strategic Aims. It includes a brief financial summary, an overview of our governance structures, and indicators of how we will measure our success.

STRATEGIC AIMS



1: DEVELOP

We advance evidence-based, effective and ethical risk practice.



2: IMPLEMENT

We support partner agencies to deliver evidence-based, effective and ethical risk practice.

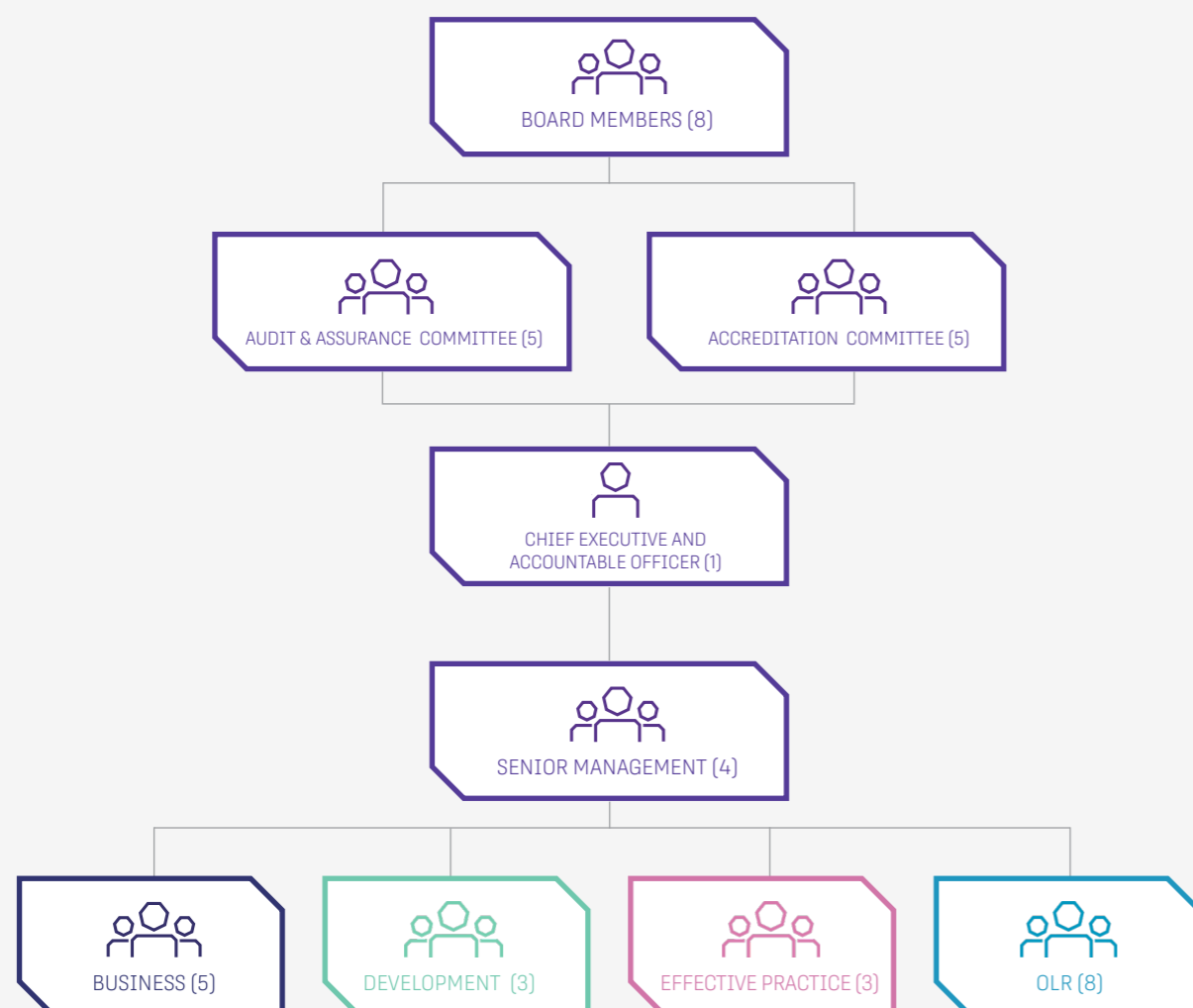


3: EVALUATE

We work with partner agencies to evaluate the quality and impact of risk practice.

CORPORATE STRUCTURE

Our Chief Executive, Mark McSherry, is accountable to the Scottish Government Community Justice Division, who act as the sponsor and funder. Our Board provide strategic direction and monitor the progress of our objectives.



SENIOR MANAGEMENT



MARK MCSHERRY CHIEF EXECUTIVE

Mark started his career working in residential care, joining SACRO in 1997. He studied social work and provided programmes on domestic abuse, individuals convicted of sexual offending, and young people on probation. He held posts at Glasgow Community Safety Services prior to becoming Head of the Scottish Government’s Effective Practice Unit in 2007. Mark joined the RMA in 2010 and became Chief Executive in 2019. [@Mark_McSherry](#)



PAUL KEOGHAN DIRECTOR OF CORPORATE SERVICES

With 16 years experience in the education sector and five years experience in the private sector, Paul joined the RMA in 2008 as Director of Corporate Services. He has responsibilities to provide assurance to the Board and Chief Executive on all areas of corporate governance and finance. Paul has various qualifications including an MBA, a Diploma in Corporate Governance and Chartered Manager status. [@PaulKeoghanRMA](#)



DEBBIE CAMPBELL HEAD OF OLR

Debbie is a Chartered and Registered Forensic Psychologist with experience in addiction services, secure mental health and the Scottish Prison Service. She has developed, delivered and managed offending behaviour programmes delivered in custody and has experience of various areas of psychological assessment. Debbie has an interest in the management of individuals who present a risk of serious harm, and joined the RMA in 2020. [@DebbieRMA](#)



GEOFF TORDZRO-TAYLOR HEAD OF DEVELOPMENT

Joining the RMA in 2017, Geoff worked on training initiatives and Standards and Guidelines before moving into the Senior Management Team. He has worked in care, mental health and prison settings, and qualified as a Chartered Psychologist and Registered Forensic Psychologist in 2019. Geoff is translating current thinking into research projects, approaches to risk assessment and producing education and training initiatives. [@GTayRMA](#)

STAFF TEAM



KATIE BARR RESEARCH OFFICER

Katie joined the RMA as a Research Officer in 2020. Previously, she was a qualified social worker and Mental Health Officer, having worked in both Canada and Scotland. Katie has worked primarily in areas related to mental health, sexual health, and domestic abuse, providing individual support and facilitating psychoeducational groups. She is particularly interested in participatory and qualitative forms of research. [@KatieBarrRMA](#)



JIHAD DIAB OLR RESEARCH OFFICER

Jihad studied Psychology followed by a masters degree in Research Methods in Psychology. He joined the RMA in 2021 and is passionate about researching vulnerable populations in order to build understanding of how to support their lives through a comprehensive evidence base. Previously, he conducted research into the Children's Hearings System to understand the cognitive and emotional processes influencing decision making in legal tribunal settings.



DR ELAINE FERGUSON EFFECTIVE PRACTICE LEAD

Elaine joined the RMA in October 2020 from an academic legal background, having graduated with a law degree from the University of Glasgow in 2013 before going on to a PhD focused on orders for lifelong restriction. Previously, Elaine taught on a range of law modules at universities including criminal law and evidence, jurisprudence, medical law, and a number of other private and public law courses. [@fergusonelaine](#)



LUCY JACKMAN GOVERNANCE OFFICER

As Governance Officer, Lucy provides support functions relating to Corporate Governance, Human Resources and Records Management. Lucy joined the RMA in October 2020. With a degree in Business Economics and Management Science, Lucy has come to the RMA from a Compliance Management role, having spent the last 20 years working in business compliance and development across multiple sectors UK wide. [@LucyJackmanRMA](#)



LESLEY MARTIN OLR CASE WORKER

Lesley joined the RMA in 2014 as an OLR Case Worker. Prior to this, Lesley practiced as a solicitor, having studied Law at Glasgow University and the former Glasgow Graduate School of Law. She completed her traineeship and became fully qualified in 2009. Lesley has experience in both civil and criminal legal practice. It was her experience of the criminal court process that influenced her decision to join the RMA. [@RMA_LesleyM](#)



KATHLEEN MCAULEY OFFICE ADMINISTRATOR

Kathleen has been with the RMA since 2007, having previously worked in administration within the NHS for ten years. She manages the day-to-day running of the RMA offices, including building maintenance, office security and health and safety. Kathleen leads on the organisation of monthly Board and Committee meetings, and offers administrative support to all RMA staff.



JOANNE MCFARLANE BUSINESS AND EVENTS ADMINISTRATOR

Joanne has been with the RMA since 2006 and co-ordinates the delivery of RMA training courses and the management of RMA events. She supports the development and management of the RMA's annual programme of training events, conferences and seminars. This ranges across administration, communication and management of events. [@RMA_Jo](#)



IAN MCINTOSH EFFECTIVE PRACTICE LEAD

Ian joined the RMA in 2011. He develops and delivers initiatives to support services in the implementation of risk assessment and management practice. This includes supporting the use of the LS/CMI method and system. Ian co-delivers the Risk Practice training course and has been mightily impressed by the dedication, knowledge and skills of delegates. [@RMA_AyeMac](#)



MARGARET SMITH COMMUNICATIONS OFFICER

With a background in arts marketing and communications at various organisations across Scotland, Margaret joined the RMA in 2020. She leads the development and implementation of strategic communications working across digital channels, brand strategy, media relations and stakeholder engagement. She has an interest in data-driven communications and engaging design to improve understanding of the work of RMA. [@RMAScotland](#)



DR REBECCA WAGSTAFF RESEARCH OFFICER

After completing a degree in Speech and Language Therapy, Rebecca worked primarily in the third sector for a few years, before making the move to Scotland in order to complete an MSc in the Psychology of Language. Having caught the research bug, she began a PhD in 2015 and, more latterly, worked concurrently as a research assistant, with a focus on lifelong learning. Rebecca joined the RMA team in 2020 and completed her PhD in 2021. [@RebeccaW_RMA](#)



RACHEL WEBB RISK PRACTICE LEAD (DEVELOPMENT)

Rachel joined the RMA in 2015 as an Order for Lifelong Restriction (OLR) Case Worker after graduating with an MSc in Forensic Psychology. She has worked across the Delivery and Development team and is now in the role of Development Lead. Prior to joining the RMA, Rachel worked in residential and secure care. Rachel has published work on the Order for Lifelong Restriction, the use of LS/CMI in Scotland and Internet Offending. [@RachelWebbRMA](#)



JULIE WEBBER EFFECTIVE PRACTICE OFFICER

Before joining the RMA team in 2015, Julie studied Psychology and worked in the Scottish Prison Service (SPS). Julie supports the development and delivery of initiatives to support services in the implementation of risk assessment and management practice. She has a keen interest in the use of LS/CMI data to inform service planning, enabling and supporting local authorities in service led evaluation, and development of quality assurance. [@JulieWebberRMA](#)



EMILY WEST OLR CASE WORKER

Emily joined the RMA in December 2020 as an OLR Case Worker. After completing an MSc in forensic psychology in 2019, she worked within the addictions field, as well as supporting females within the criminal justice system. She has experience in providing support to individuals in recovery, as well as supporting victims of crimes with Victim Support Scotland and supporting families affected by drugs and alcohol through voluntary work completed over her undergraduate and masters degrees.

DEVELOPMENT TEAM

INTERNET OFFENDING MODEL - PILOT

In 2020-21 the RMA developed a framework to assess the risk posed by individuals convicted of internet offences. This year we will commence the first year of the two-year pilot project with local authorities across Scotland.

The national implementation is expected to have significant impact for justice partners, particularly in improving proportionality in sentencing. The pilot will test reliability, validity, and user friendliness of the proposed framework, and provide assurance the framework can support the expected outcomes.

OLR OFFENDING BEHAVIOUR - PSYCHOPATHY

We will produce an RMA research publication which looks at the frequency and patterns of psychopathy and personality disorder within the OLR population.

This research will provide better understanding of the complex needs within the OLR population. This could inform decisions around service provision for individuals who are subject to an OLR.

OLR OFFENDING BEHAVIOUR - VICTIMS

We will produce an RMA research publication which examines the profiles of victims of offences committed by those who are subject to an OLR.

This research will help identify areas where changes to practice can better support victim safety planning. With a better understanding of the impact on victims, policy discussions and decisions will be more informed.

STANDARDS AND GUIDELINES UPDATE

We will develop a review approach and conduct a review to ensure RMA Standards and Guidelines for Risk Management remain aligned with the current evidence of best practice.

Up-to-date, evidence-based guidelines support effective practice in risk assessment and management, improving services for individuals with an OLR.

TRAINING DEVELOPMENT

In line with the commencement of an eight-year Training Strategy, we will scope out resource requirements and begin to develop new online resources to address the demand for RMA training from justice partners.

In preparation for delivery, the development of online training resources is more accessible than in-person training. Increasing accessibility and availability of RMA training will help meet the needs of the justice sector. RMA training supports effective practice by improving general understanding of risk assessment and management.

RESEARCH AND PROMOTING EFFECTIVE PRACTICE

We will begin a long-term review of national and international approaches to assessing and managing individuals who pose a risk of serious harm. In conjunction, we will plan out a new RMA directory of risk management approaches.

The research and plan will inform how we create this new directory, which will be an accessible resource to ensure practitioners and policy-makers' knowledge remains up-to-date with current evidence and international best practice.

WE WILL MEASURE OUR PERFORMANCE BY:

- Publishing research in relation to the OLR population
- Compliance with the RMA Research Governance Framework

EFFECTIVE PRACTICE TEAM

BAIL AND CUSTODIAL BILL

The RMA will be involved in the consultation around the development of the Bail and Custodial Bill and will support the implementation of the Bill.

Supporting the implementation of the Bill, we will provide advice and guidance on risk assessment and management underpinned by the Framework for Risk Assessment, Management and Evaluation (FRAME) approach to inform policy development.

COUNTER-TERRORISM

We will contribute to five specific areas of counter-terrorism work: risk assessment, interventions, case management, information sharing and MAPPA.

Our contribution aims to ensure evidence-based risk assessment and management is part of Scotland's policy approach to counter-terrorism. We will support increased understanding of risk assessment and risk management for practitioners, government and services involved in counter-terrorism.

REVIEW OF THE OPERATION OF OLR

Working with justice partners, we will develop a strategic approach to review the operation of the OLR and how it functions.

We will continue to provide advice to ministers in relation to the OLR and engage with the Scottish Government to determine a plan of approach to implement recommendations from the review.

TRAINING DELIVERY - RISK PRACTICE

In line with the development and commencement of our Training Strategy, we will provide training to justice partners including police and social work.

Our specialist training helps to increase practitioners' knowledge and confidence in risk assessment and risk management.

FRAME UPDATE

This year we will scope out an approach to review the implementation of FRAME. This review will identify if there are any elements that require further work.

We recognise gaps in agencies' understanding of FRAME. We aim to plan an approach to review the multi-agency implementation of FRAME. The subsequent review will then implement updates to ensure the guidance reflects current thinking and can support effective practice in Scotland.

LS/CMI EVALUATION

This year we will undertake a scoping exercise to review how we make meaningful and effective use of centralised LS/CMI data.

We aim to support the evaluation of the LS/CMI method. The review and data will inform improvements to the method, and support RMA advice to Scottish Ministers.

WE WILL MEASURE OUR PERFORMANCE BY:

- Responding to relevant consultations within the required timescales
- Responding to risk of serious harm and Risk Management Plan queries lodged via the Helpdesk
- Improvements in delegates' knowledge and confidence following RMA training courses

OLR TEAM

TRAINING AND EDUCATION - PHASE TWO

Using information gathered in 2021-22, we will develop a community engagement strategy to support community partners. This includes the revision and development of RMA training resources to prepare community lead authorities for the release of an individual with an OLR.

Our training supports community lead authorities to meet their legislative functions. Improved communication will help provide a continuity of care for the individual with an OLR, supporting better reintegration into the community.

FIRST GRANT OF TEMPORARY RELEASE - ASSURANCE

In 2020-21 we undertook a review of First Grant of Temporary Release (FGTR) to develop an approach for our involvement. Working with the Scottish Prison Service, we will develop an evaluation framework and begin year one of a pilot.

Our involvement in FGTR will provide assurance on the quality of the Risk Management Plan (RMP) for those who submit FGTR applications. High quality RMPs, that meet RMA Standards and Guidelines, contribute to protecting the public from the risk of serious harm.

ANNUAL IMPLEMENTATION REPORTS

We independently review lead authorities' progress in implementing approved RMP. This year we expect approx. 209 Annual Implementation Reports (AIR).

The AIR process provides assurance that individuals subject to an OLR are being managed effectively.

REVIEW OF THE OLR SENTENCE

Working with justice partners, we will develop a strategic approach to review the OLR sentence and how it functions.

This is a significant piece of research that will extend beyond this year. The findings will inform discussions around the OLR sentence and service provision, identifying if there are areas for improvement and change.

RISK MANAGEMENT PLANS (AMENDED)

We will provide support and guidance to lead authorities to ensure amended RMPs meet the standard for approval, in line with RMA Standards and Guidelines. This year we expect approx. 40 amended RMPs.

When circumstances change, amended RMPs continue to effectively meet the needs and manage the risks presented by an individual with an OLR.

RISK MANAGEMENT PLANS (INITIAL)

We will work with lead authorities to ensure all individuals sentenced to an OLR have a high-quality Risk Management Plan (RMP) in place within nine months, as set out in law. This year we expect 15 RMPs.

Risks presented by the individual are recognised within an initial RMP, which outlines management strategies to reduce the risk of future offending. When we review and approve an RMP we are providing assurance that the proposed management is appropriate.

SUPPORTING CUSTODY INSPECTIONS

We will support a thematic review on progression with Her Majesty's Inspectorate of Prisons for Scotland (HMIPS).

We will support an evaluation of risk assessment and management practices. We can identify if there are areas for improvement for prisons and individuals in custody.

WE WILL MEASURE OUR PERFORMANCE BY:

- Evaluating 90% of Initial and Amended RMPs within eight weeks of receipt
- Evaluating 90% of AIRs within six weeks of receipt
- Appointing and inducting new Accredited Assessors to complete Risk Assessment Reports for the high court

NATIONAL PERFORMANCE FRAMEWORK

Our work contributes to the Scottish Government’s **National Performance Framework** creating a safer and more successful country. The RMA objectives align with Justice outcomes in the Scottish Government’s **Vision for Justice in Scotland**:

WE HAVE A SOCIETY IN WHICH PEOPLE FEEL, AND ARE, SAFER IN THEIR COMMUNITIES

WE WORK TOGETHER TO ADDRESS THE UNDERLYING CAUSES OF CRIME AND SUPPORT EVERYONE TO LIVE FULL AND HEALTHY LIVES

WE HAVE AN EFFECTIVE, MODERN, PERSON-CENTRED AND TRAUMA-INFORMED APPROACHES TO JUSTICE IN WHICH EVERYONE CAN HAVE TRUST

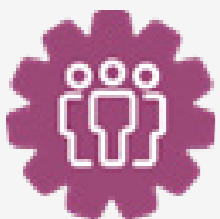
WE SUPPORT REHABILITATION, USE CUSTODY ONLY WHERE THERE IS NO ALTERNATIVE AND WORK TO REDUCE REOFFENDING AND REVICTIMISATION

WE ADDRESS THE ON-GOING IMPACT OF THE COVID-19 PANDEMIC AND CONTINUE TO RENEW AND TRANSFORM JUSTICE



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

At the RMA we advocate an ethical, evidence-based human-rights respecting approach to risk assessment and risk management. Our Framework for Risk Assessment, Management and Evaluation (FRAME) outlines national agreed values for Scotland. It proposes a proportionate and evidence-based approach to risk, and a commitment to human worth, dignity, transparency and fairness, and social justice and inclusion.



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, advocating a safe community for all. Taking proactive steps to support the reintegration of individuals with an OLR into the community, our comprehensive package of support for community justice agencies includes formal training and awareness sessions.



A SAFE, JUST AND RESILIENT SCOTLAND

GOVERNANCE

The RMA Board provide strategic direction and monitor our progress throughout the year. Our Board has a convener and seven other members. The Convener is responsible to Scottish Ministers, ensuring the RMA's affairs are conducted with probity. The Board convenes bi-monthly, and together with the Chief Executive, ensures that Best Value is achieved through efficient and effective use of resources and personnel.



MR DAVID CRAWFORD CONVENER

David was the Director of Social Work for Renfrewshire Council from 2001 to 2007 and then the Executive Director of Social Care Services with Glasgow City Council until his retirement from local government in 2012. He has an extensive background in criminal justice work including five years as manager of the social work service in Barlinnie Prison and was a member of the Maclean Committee which recommended the setting up of the RMA.



DR AILEEN BURNETT BOARD MEMBER

Dr Aileen Burnett is a consultant Forensic Clinical Psychologist with over ten years' experience of working with mentally disordered offenders. She has extensive experience of offering direct and indirect psychological treatment to adult forensic patients. Aileen has developed expertise in the assessment, management and treatment of personality disordered offenders. She also has a special interest in the needs of children and young people who present a risk of harm to others.



MS JANE DAVEY BOARD MEMBER

Jane Davey studied law and has now worked as a solicitor for nearly 30 years in a number of Jurisdictions including England, Belgium and the Solomon Islands. She is currently Principle Litigation Solicitor for Highland Council where she has been for 19 years. Jane has wide experience of multi-agency public protection and risk assessment and drafting policies and procedures.



MR JIM FARISH BOARD MEMBER

As part of the Scottish Prison Service (SPS) Jim Farish held a number of senior roles including Governor in Charge of four prisons, Assistant Director of Prisons as well as a period seconded to HM Inspectorate of Prisons for Scotland as Deputy Chief Inspector. He has a strong human rights background having led the project to ensure that rights and their importance were clearly articulated within each of the standards used for the inspection of prisons in Scotland.



MS MICHELE GILLULEY BOARD MEMBER

Michele Gilluley is a registered and chartered Forensic Psychologist. She has over 20 years' experience of risk assessment and management of offenders in custody and secure care in Scotland. Michele brings to her role additional experience of acting as an expert to the Council of Europe, consulting on projects related to improving human rights in countries across Europe.



DR JOE JUDGE BOARD MEMBER

Dr Joe Judge is a clinical psychologist. He has worked in a wide range of forensic and non-forensic mental health settings and has long standing clinical and research interests in the risk assessment of violence and sexual violence. Joe has a special interest in the application of psychological formulation for people with complex relational difficulties.



MR STEPHEN MCALLISTER BOARD MEMBER

Stephen McAllister is a former Divisional Commander with Police Scotland with extensive experience in the management of change and risk. Since retirement from Police Scotland, Stephen has served on the Boards of the Samaritans, Social Enterprise, the Golden Jubilee Foundation Board and Chairperson of Lifelink.



MR TERRY POWELL BOARD MEMBER

Terry Powell was a member of Lothian and Borders Police, as senior investigating officer, the planning and command of high profile events and divisional commander for East Lothian and Midlothian. Since retiring in 2010 he has been a member for the Parole Board for Scotland with responsibility for assessing the risk of offenders and making decisions regarding their release into the community on licence. Terry has a wide range of experience in public protection and promoting community safety in Scotland.

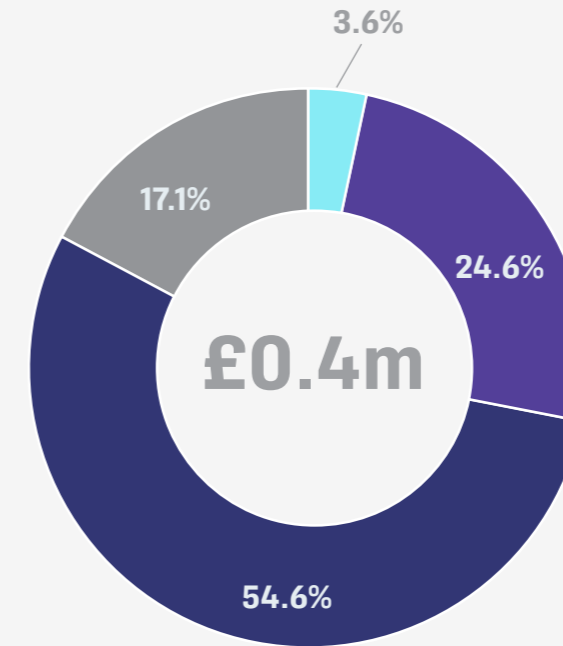
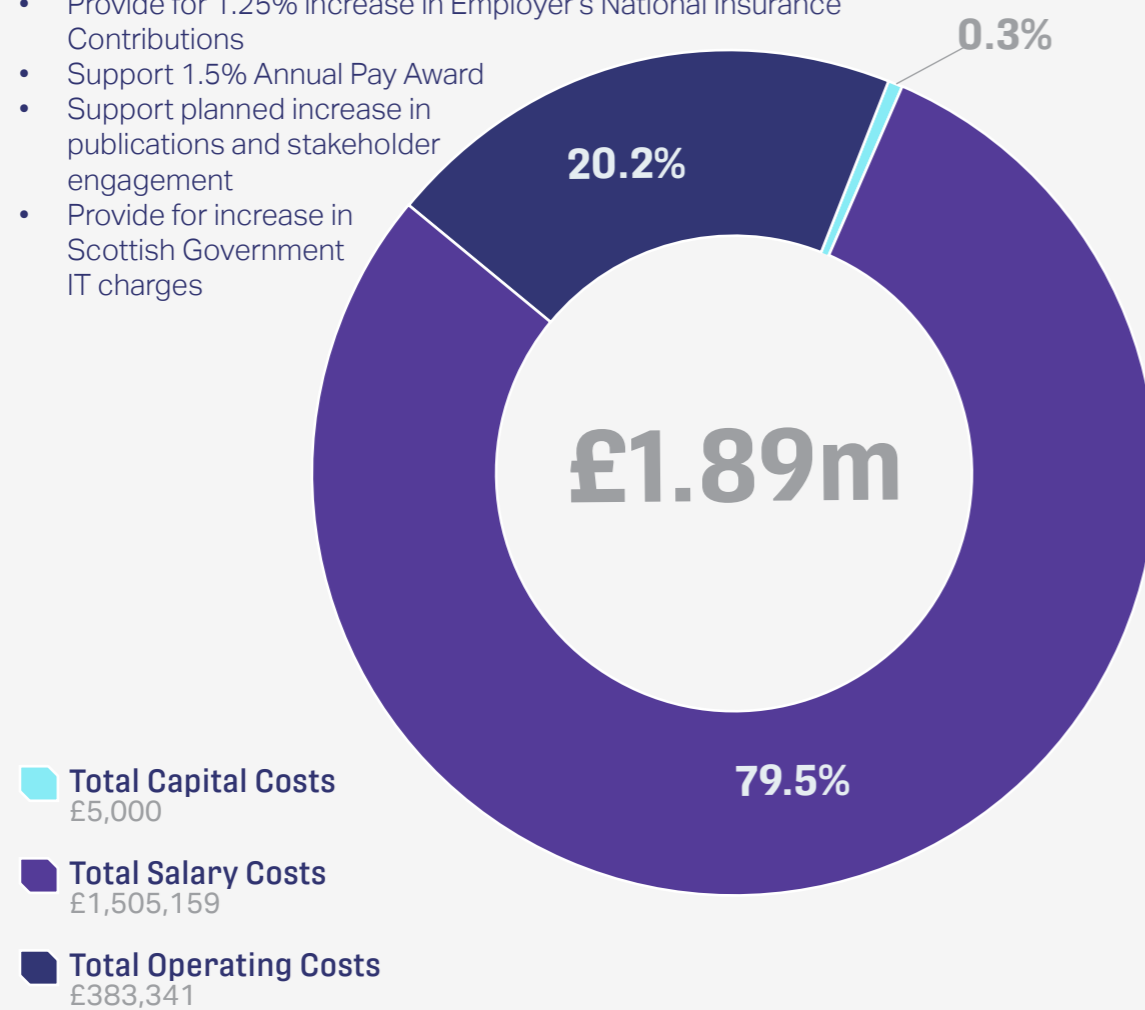
FINANCIAL SUMMARY

Following decisions made by Scottish Ministers on the allocation of budgets for the forthcoming financial year, we receive a formal statement of the budget for the RMA. Here, we outline the key areas of expenditure to support delivery of this Business Plan.

TOTAL EXPENDITURE

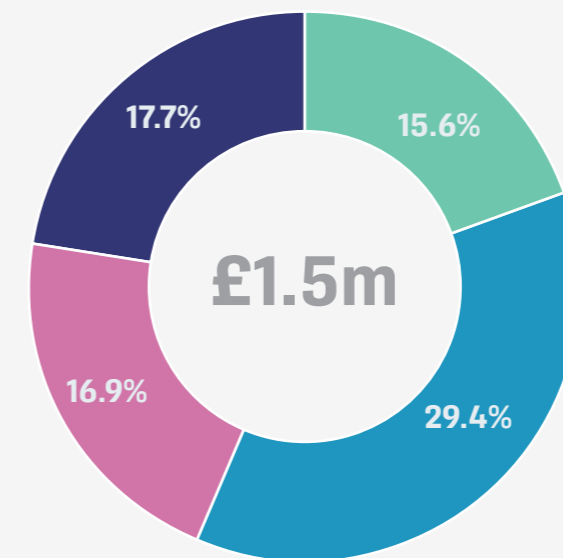
The funding for this year represents an increase of £148,500, to:

- Support the Scottish Government's request to provide additional functions to support the First Grant of Temporary Release process
- Provide for 1.25% increase in Employer's National Insurance Contributions
- Support 1.5% Annual Pay Award
- Support planned increase in publications and stakeholder engagement
- Provide for increase in Scottish Government IT charges



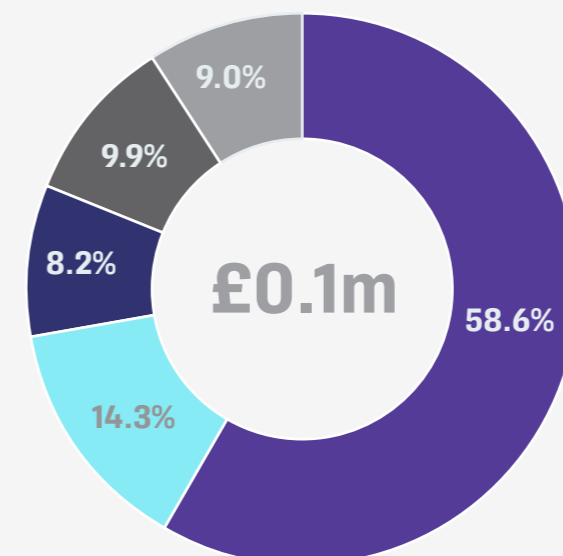
OPERATING COSTS

- Research & Development
£13,950
- Administration Costs
£94,416
- Accommodation and Infrastructure
£202,347
- Staff and Member Costs
£65,628



SALARY COSTS BY DEPARTMENT

- Development
£294,849
- OLR
£556,062
- Effective Practice
£319,250
- Business
£334,998



FUNDING INCREASE

- FGTR Support
£87,000
- Pay Award
£21,300
- National Insurance
£13,400
- Engagement
£14,700
- IT Charge
£12,100

APPENDIX A: 2022-23 BUDGET

2022-23 Budget

		£
Salary Costs		
	Members Salaries	32,022
	Members ERNIC	4,050
	Staff Salaries	1,048,444
	Staff ERNIC	124,922
	Staff ASLC	290,721
	Bonus Payments	-
	Overtime	5,000
Total Salary Costs		1,505,159
Other Staff Related Costs		
	Members T&S	6,578
	Advertising/recruitment	2,000
	Staff T&S	14,400
	Training	27,450
	Conferences & Seminars	4,600
	Wellbeing	10,600
Total Other Staff Related Costs		65,628
Accommodation and Infrastructure Costs		
	Telecoms & IT Support	105,948
	Accommodation Fees	103,400
Total Accommodation & Infrastructure Costs		209,347
Administration Costs		
	Administration	50,916
	Professional Fees	43,500
Total Administration Costs		94,416
Research and Development Costs		
	Conferences & Seminars	5,000
	Research Projects	3,950
	Training Delivery	5,000
Total Research and Development Costs		13,950
Total Operating Costs		383,341
Total Capital Costs		5,000
Total Expenditure		1,893,500

APPENDIX B: STAKEHOLDER ENGAGEMENT

This year we will work with stakeholders across Scotland to support effective practice in risk assessment and management and reduce the risk of serious harm.

Over the course of the year we will participate in a number of working groups (listed below). We will continue to provide our expert advice on effective risk assessment and risk management methods to a range of external stakeholders in Scotland's criminal justice sector.

- Forensic Network Advisory Board
- Forensic Network Research Special Interest Group
- HDC Partnership Improvement Group
- LS/CMI Working Group
- LS/CMI System Change Board
- LS/CMI Centralisation Board
- MAPPA Strategy
- MAPPA Co-ordinators
- MAPPA Development
- Moving Forward Making Changes (MFMC) National Advisory Board
- MFMC Risk Assessment Workstream
- MFMC Internet Offending sub-group
- National Youth Justice Advisory Group
- Recover, Renew, Transform: Recovery of Community Justice and Prevention of Offending Group
- Restricted Patients Team
- RMA and SPS OLR Group
- RMA and Parole Board Scotland Working Group
- SPS Progression Group
- Social Work Scotland Standing Committee
- Technology Mediated Offending
- Victims Organisations Collaboration Forum Scotland

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**RISK
MANAGEMENT
AUTHORITY**