

RMA

BUSINESS PLAN

2023-24

**REDUCING
SERIOUS HARM**

CONTENTS

RMA in the Scottish Justice Landscape.....3

About the RMA4

Our Mission5

Strategic Objectives.....6

Delivery Plan10

Corporate Structure12

Meet the Team13









Key Performance Indicators16

Vision for Justice.....17

National Performance Framework18

Financial Summary20

Appendix.....21

OUR MISSION	To make Scotland safer, by reducing serious harm			
JUSTICE AIMS	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 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			
OUR STRATEGIC AIMS	We develop evidence-based, defensible and ethical risk assessment and management	We set and raise standards to continuously improve the quality of risk assessment and management	We deliver specialised training to improve skills, knowledge and confidence in risk assessment and management	We support justice agencies and influence policy in risk assessment and risk management
RELATED NATIONAL OUTCOMES	We live in communities that are inclusive, empowered, resilient and safe 	We respect, protect and fulfil human rights and live free from discrimination 	We are well educated, skilled and able to contribute to society 	We are open, connected and make a positive contribution internationally 
	We respect, protect and fulfil human rights and live free from discrimination 	We are well educated, skilled and able to contribute to society 	We live in communities that are inclusive, empowered, resilient and safe 	We live in communities that are inclusive, empowered, resilient and safe 
OUR STATUTORY FUNCTIONS	Section 4 (a): To compile and keep under review information about the provision of services in Scotland	Section 4 (a): To compile and keep under review information about the provision of services in Scotland	Section 5 (5): To specify and publish the form of Risk Management Plans	Section 4 (a): To compile and keep under review information about the provision of services in Scotland; compile and keep under review research and development; promote effective practice; and give such advice and make such recommendations to the Scottish Ministers as it considers appropriate
			Section 6 (6): To issue guidance as to the preparation, implementation, or review of any Risk Management Plan	
	Section 4 (b): To carry out, commission or co-ordinate research and publish the results of such research	Section 11 (2b): To provide or secure the provision of education and training in relation to the assessment and minimisation of risk for any person having functions in that regard	Section 8 (4): To approve or reject Risk Management Plans	
			Section 9: To consider the implementation of Risk Management Plans by the Lead Authority	

See the full list of RMA Statutory Functions in the [Criminal Justice \(Scotland\) Act 2003](#)

ABOUT THE RMA

We work to protect the public by ensuring that effective risk assessment and management practices are in place in Scotland.

Established by the Criminal Justice (Scotland) Act 2003, 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 individuals who offend in both custody and the community, and we have specific responsibilities related to administering and overseeing the [Order for Lifelong Restriction](#) (OLR) sentence.

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 education and learning opportunities to increase knowledge, skills and confidence in risk assessment and risk management.



OUR MISSION

To make Scotland safer,
by reducing serious harm

OUR STRATEGIC AIMS

To improve risk assessment and risk management in Scotland, we will:



Develop evidence-based, defensible and ethical methods



Set and raise standards to continuously improve quality



Deliver specialised training to improve skills, knowledge and confidence



Support justice agencies and influence policy

STRATEGIC OBJECTIVES



We will develop evidence-based, defensible and ethical risk assessment and management

IN 2023-24 WE WILL:

- Launch a **free accessible online directory of risk management approaches** for practitioners. The directory will support practitioners and make sure policy-makers' knowledge remains up to date with current evidence of effective practice.



We will set and raise standards to continuously improve the quality of risk assessment and management

IN 2023-24 WE WILL:

- Complete an **update to the RMA Standards and Guidelines for Risk Management** to make sure they continue to reflect current thinking and remain aligned with evidence of effective practice. Up-to-date, evidence-based guidelines support effective practice in risk assessment and management, improving services for individuals with an OLR.



- The **Framework for Risk Assessment, Management and Evaluation (FRAME)** is our national policy for Scotland; it underpins everything we do. This year we will **begin a review of the implementation of FRAME** to make sure it reflects current thinking and can support effective practice in Scotland. The result will be an evidence-informed, up-to-date national policy implemented to promote proportionate risk assessment and management, keeping people safe.



STRATEGIC OBJECTIVES



We will deliver specialised training to improve skills, knowledge and confidence in risk assessment and management

IN 2023-24 WE WILL:

- Develop **new online resources to address the demand for RMA training** from justice partners, in line with the commencement of our eight year Training Strategy. Increasing accessibility and availability of our training will help meet the needs of the justice sector. Our training delivery to police and social work supports effective practice by improving, understanding of risk assessment and risk management.



Brilliant presentation style between the facilitators which helped to promote a very open and safe space for discussion.

- Fundamentals of Risk Practice Course Attendee, 2021



We will support justice agencies and influence policy in risk assessment and risk management

IN 2023-24 WE WILL:

- Subject to its approval by the Scottish Parliament, we will continue to work with policy colleagues on **further considerations for the Bail and Release from Custody (Scotland) Bill**. Supporting implementation, 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.
- Continue engagement with justice colleagues and **take a leading role in Counter-Terrorism in Scotland** to develop pathways with the Prisons Oversight Group and associated sub-groups. 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.
- Produce research that is designed to review the OLR sentence** and how it functions. This review is to determine if the sentence is functioning in line with expectations. The findings will inform discussions around the sentence and service provision, identifying areas for change.
- We will conduct a review of our **potential role with the Victim Notification Scheme and Victim Standards**, and continue to engage with victims agencies in Scotland.



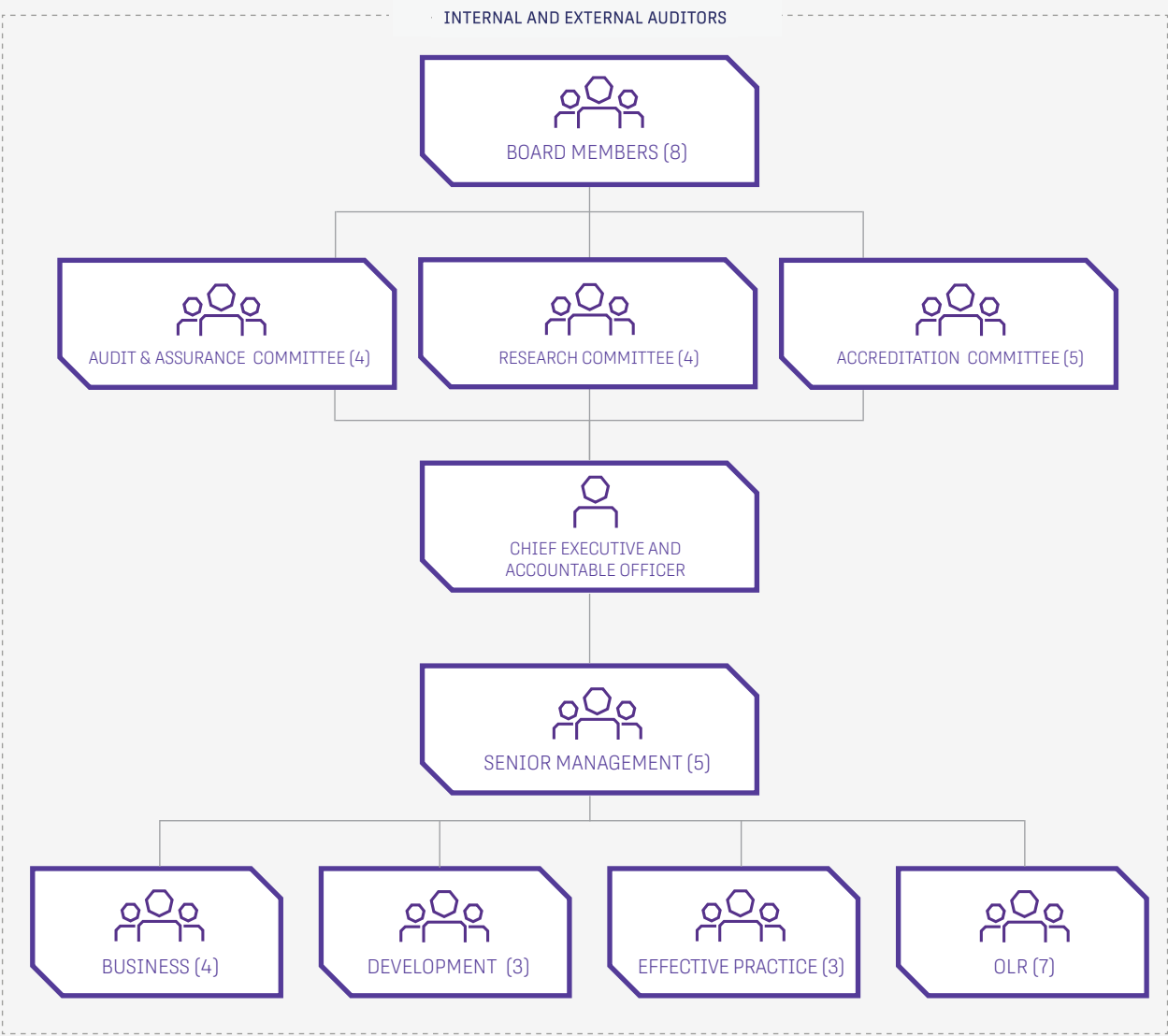
2023-24 DELIVERY PLAN

WHAT WE ARE DOING	S/O	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Review approximately 209 Annual Implementation Reports (AIRs) to provide assurance that individuals subject to an OLR are being managed effectively.	O												
Evaluate approximately 40 Amended Risk Management Plans (RMPs) and approximately 20 Initial RMPs, to ensure both meet the standard for approval, in line with our Standards and Guidelines .	O												
Lead our Internet Offending Model Pilot into its second year. The pilot will continue to test the reliability, validity and user friendliness of the framework.	O												
Publish research examining the characteristics of victims of those who are subject to the OLR, to identify areas where changes to practice can better support victim safety planning.	O												
Develop an evaluation framework for First Grant of Temporary Release (FGTR) and begin a pilot to provide assurance for FGTR decision makers.	O												
Respond to relevant consultations from Scottish Government to provide our advice and guidance.	O												
Create an online resource to provide information on how the OLR sentence is managed in the community.	S												
Develop new online resources to address the demand for RMA training, and deliver five training courses.	S												
Launch a new online directory of risk management approaches.	S												
Conduct a review to complete an update to our Standards and Guidelines for Risk Management .	S												
Subject to its approval by the Scottish Parliament, continue to work with policy colleagues to support the implementation of the Bail and Release from Custody (Scotland) Bill.	O												
Take a leading role in the development of pathways with the Prisons Oversight Group to manage Counter-Terrorism in Scotland.	S												
Review the implementation of our Framework for Risk Assessment, Management and Evaluation (FRAME) .	S												
Produce research to review the OLR sentence and how it functions, expected delivery date extends into 2025.	S												
Provide an ongoing helpdesk function to support the use of the Level of Service / Case Management Inventory (LS/CMI) method in Scotland.	O												
Work with the Judicial Institute to provide further inputs to the judiciary.	O												
We will conduct a review of our potential role with the Victim Notification Scheme and Victim Standards, and continue to engage with victims agencies in Scotland.	S												

LEADING DEPARTMENT: **DEVELOPMENT** —————> **EFFECTIVE PRACTICE** —————> **OLR** —————>

Dotted line indicates ongoing business as usual
S/O indicates strategic or operational objective

CORPORATE STRUCTURE



MEET THE TEAM

SENIOR MANAGEMENT TEAM



MARK MCSHERRY CHIEF EXECUTIVE

Mark started his career working in residential care. He studied social work and provided programmes on domestic abuse, sexual offending, and young people on probation. He held posts at Glasgow Community Safety Services and was Head of the Scottish Government's Effective Practice Unit. Mark became Chief Executive in 2019. [@Mark_McSherry](#)



PAUL KEOGHAN DIRECTOR OF CORPORATE SERVICES

Paul joined the RMA in 2008 as Director of Corporate Services and has responsibility for corporate governance and finance matters. He has experience in financial roles with several multinationals in London. He has various qualifications including an MBA and Diploma in Corporate Governance. [@Paul_KeoghanRMA](#)



DEBBIE CAMPBELL HEAD OF OLR

Debbie is a Chartered and Registered Forensic Psychologist. She has a wealth of experience in assessment and interventions for general and sexual violence. She has worked across different prisons and gained significant experience in psychological assessment in various areas. Debbie joined the RMA in 2020. [@DebbieC24231410](#)



LAUREN MCCLINTOCK OLR TEAM MANAGER

Lauren worked in various sectors including youth justice, children's residential services and adult residential and community services. She was Team Leader in social work with oversight of individuals subject to Multi Agency Public Protection (MAPPA) and the OLR. She has experience as a Practice Teacher and Associate Lecturer and joined the RMA in 2022.



EDDIE KOTRYS HEAD OF EFFECTIVE PRACTICE

With extensive experience in the field of justice, Eddie joined the RMA in 2022. As Head of Effective Practice he has strategic responsibility for developing RMA policy on the basis of research and effective practice evidence. Eddie works closely with partners in justice agencies across Scotland. [@HoEP_RMA](#)



GEOFF TORDZRO-TAYLOR HEAD OF DEVELOPMENT

Geoff is a Chartered Psychologist and Registered Forensic Psychologist. He joined the RMA in 2017 and has worked across development and OLR functions. He now has strategic responsibility for research, standards and guidelines, pilot schemes, and developing education and training initiatives. [@GTayRMA](#)



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. [@KatieBarrRMA](#)



JIHAD DIAB RESEARCH ASSISTANT

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.



DR ELAINE FERGUSON EFFECTIVE PRACTICE LEAD

Elaine 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](#)



EMMA HARLEY OLR OFFICER

With a MSc in Forensic Psychology, Emma joined the team in 2017 and moved into the role of OLR Officer in 2019. She has experience working in mental health services and supported the development of trauma-informed policy and processes, supported participants and was involved in external engagement. [@EmmaC_Harley](#)



LESLEY MARTIN OLR CASE WORKER

Lesley practiced as a solicitor, having studied Law at Glasgow University and the former Glasgow Graduate School of Law. She 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. She manages the day-to-day running of the RMA office, including building maintenance, office security and health and safety. She leads on the organisation of monthly Board and Committee meetings, and offers administrative support to all RMA staff.



JOANNE MCFARLANE-FYFE BUSINESS & 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, conferences and seminars. This includes 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 LS/CMI. 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

Margaret joined the RMA in October 2020. She leads the development and delivery of strategic communications. Her role involves content creation and social media, website development, media engagement and branding. She joined the team from an arts and third sector background, with over seven years experience in marketing and communications.



RACHEL WEBB DEVELOPMENT LEAD

With an MSc in Forensic Psychology, Rachel 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 LEAD (ACTING)

Julie studied Psychology and worked in the Scottish Prison Service (SPS). She joined the RMA in 2015 and supports the development and delivery of initiatives to support services in the implementation of risk assessment and management. She has an interest in the use of LS/CMI data to inform service planning and supporting local authorities. [@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.

As of January 2023, the RMA has 24 members of staff.

KEY PERFORMANCE INDICATORS

We have identified three key performance indicators (KPI) to measure the effective delivery of our statutory functions, manage our resources and maintain the delivery of services to a high standard.

	Target
KPI 1 Evaluations completed within procedural timescales	90%
KPI 2 LS/CMI Helpdesk queries responded to within 10 working days	100%
KPI 3 Fundamentals of Risk Practice training course effectiveness	85%

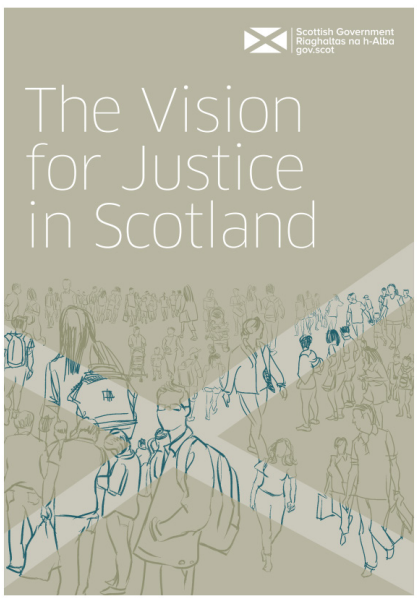
- KPI 1** We will complete evaluations for initial and amended Risk Management Plans in eight weeks (40 working days); quality assurance of First Grant of Temporary Release applications and Risk Assessment Reports within six weeks (30 working days) and evaluations of Annual Implementation Reports within six weeks (30 working days) of receipt
- KPI 2** We will aim to respond to all LS/CMI Helpdesk queries, via telephone or e-mail, within 10 working days of receipt
- KPI 3** We will evaluate the difference in scores between the pre-course knowledge check and post-course knowledge check to ascertain the effectiveness of our Fundamentals of Risk Practice training course, aiming for a minumum score of 85% at post-course

VISION FOR JUSTICE

The RMA objectives align with outcomes in the Scottish Government’s Vision for Justice in Scotland, specifically to help make sure victims voices are heard and reassessing the use of imprisonment.

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

Effective risk management contributes directly to reducing crime and creating safer communities. We continue to deliver specialist training to improve knowledge, skills and confidence in risk assessment and risk management of individuals who engage in offending behaviour. We are developing a Training Strategy to support the delivery of our specialist courses for Justice Social Workers and Police Offender Managers.



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

We continue our role in overseeing and administering the OLR sentence; all Risk Management Plans and Annual Implementation Reports for individuals subject to the sentence must be submitted to the RMA for approval. We closely scrutinise these and provide guidance where required, so the approval and implementation of these plans can provide assurance that everyone can have trust in our justice services.

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

Throughout our work we support justice agencies across Scotland to improve risk assessment and risk management, to support individuals to safely remain or reintegrate into our communities. We undertake and publish meaningful and impactful research to reduce the risk of reoffending; this year we will continue our pilot of our internet offending framework. Our work in providing a secondary assurance role for First Grant of Temporary Release applications supports the use of custody only where there is a risk of serious harm.

NATIONAL PERFORMANCE FRAMEWORK

Our work contributes to the Scottish Government’s National Performance Framework creating a safer and more successful country.



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.



WE ARE OPEN, CONNECTED AND MAKE A POSITIVE CONTRIBUTION INTERNATIONALLY

We are an authority on risk assessment and management in Scotland, and we share our knowledge and understanding with justice partners internationally.



WE LIVE IN COMMUNITIES THAT ARE INCLUSIVE, EMPOWERED, RESILIENT AND SAFE

We are committed to reducing the risk of serious harm posed to the public through our work. We take proactive steps to support the reintegration of individuals with an OLR into the community.



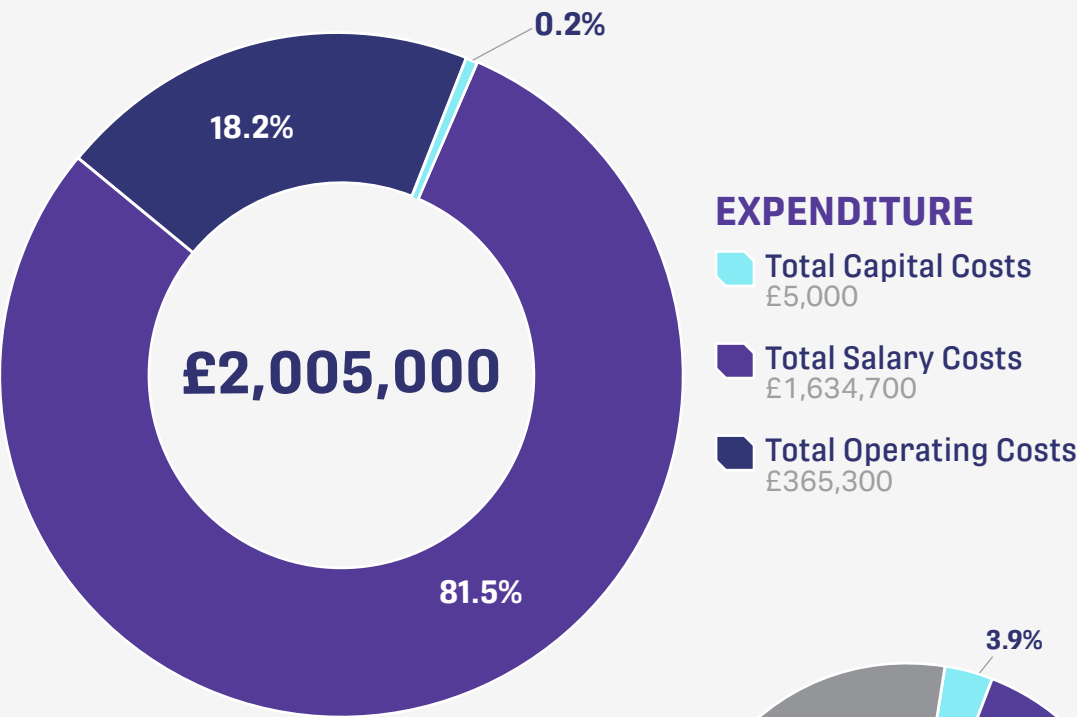
WE ARE WELL EDUCATED, SKILLED AND ABLE TO CONTRIBUTE TO SOCIETY

We deliver specialised expert training in risk assessment and risk management to police and social work, to increase knowledge, skills and confidence.

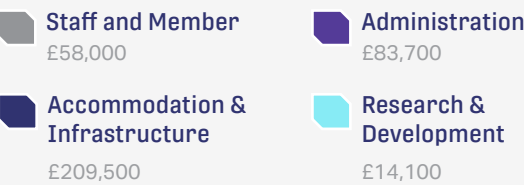


FINANCIAL SUMMARY

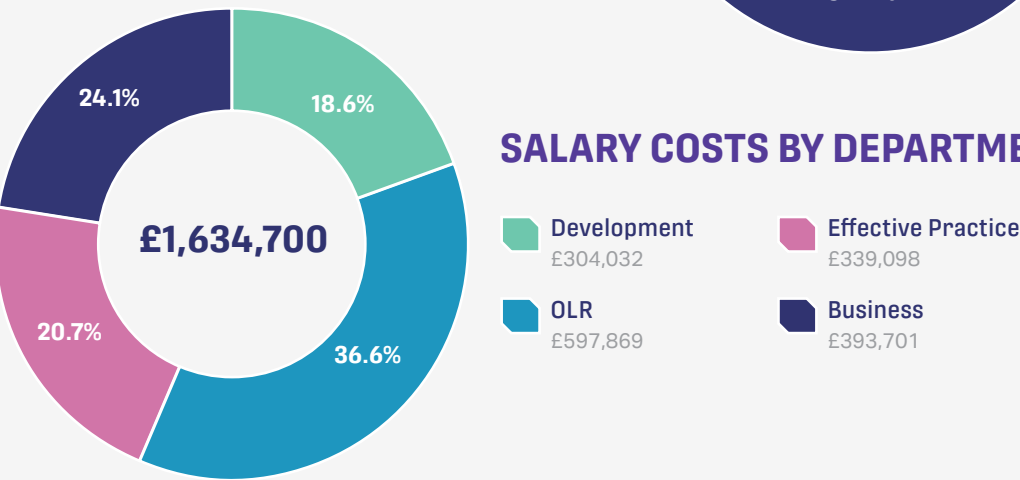
The following financial summary represents expected costs for 2023-24; it is not a statement of the funding level from the Scottish Government as this has yet to be formally agreed.



OPERATING COSTS



SALARY COSTS BY DEPARTMENT



APPENDIX A: 2023-24 EXPENDITURE

Salary Costs		£
Members Fees		32,663
Members ERNIC		4,131
Staff Salaries		1,139,163
Staff ERNIC		137,205
Staff ASLC		316,537
Bonus Payments		-
Overtime		5,000
Total Salary Costs		1,634,700

Other Staff Related Costs		
Members T&S		5,000
Advertising/recruitment		2,000
Staff T&S		10,000
Training for RMA Staff and Board Members		25,500
Conferences & Seminars		4,700
Wellbeing		10,800
Total Other Staff Related Costs		58,000

Accommodation & Infrastructure Costs		
Telecoms		3,450
IT Support		92,750
Accommodation		75,800
Electricity		16,000
Repairs & Maintenance		11,100
Cleaning		10,400
Total Accommodation & Infrastructure Costs		209,500

Administration Costs		
Administration		40,800
Professional Fees		42,900
Total Administration Costs		83,700

Research and Development Costs		
Conferences & Seminars		5,000
Research Projects		5,000
Training Delivery		4,100
Total Research and Development Costs		14,100

Total Operating Costs	365,300
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Total Capital Costs	5,000
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Total Expenditure	2,005,000
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APPENDIX B: STAKEHOLDER LIST

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, including:

- Adult Justice Throughcare Practice Network
- Counter-Terrorism Assessment and Rehabilitation Centre (CT-ARC) & RMA Group
- Court Report Guidance Reference Group
- Forensic Network Research Special Interest Group
- Internet Offending Pilot
- LS/CMI Working Group
- LS/CMI, MFMC & Caledonian IT Application Strategic Development Change Board
- LS/CMI Review Group
- LS/CMI Prison Throughcare Guidance Group
- MAPPA National Strategic Group
- MAPPA Co-ordinators Group
- MAPPA Development Group
- MFMC National Advisory Board
- National Youth Justice Advisory Group
- Prisons Oversight Group
- Restorative Justice Practitioner Network
- Restricted Patients Team
- RMA and SPS OLR Group
- Social Work Standing Committee
- Throughcare Guidance Reference Group
- Victims Organisations Collaboration Forum
- HMIPS Thematic Review
- MFMC Steering Group
- LS/CMI – JSW Service Managers Meeting
- SG Led Scottish MAPPS Meeting
- UK Government Led MAPPS Meetings (Scottish Users Group and Executive Committee and Executive Training Groups)

APPENDIX C: BUSINESS OBJECTIVES

Business objectives support the strategic aims of the organisation through ensuring good governance, financial control, communication and support with events and administration.

IN 2023-24 WE WILL:

- Evaluate existing methods of **departmental reporting** within the RMA and determine any additional reporting requirements per department.
- Evaluate our internal organisational policies and procedures, in line with our Corporate Risk Strategy, to make sure there is consideration and compliance with equalities requirements through an **Equality Impact Assessment (EQIA)**.
- Conduct a **Cyber Security Review** working with our partners within the Scottish Government to ensure our data and information is protected, and our IT systems are appropriate and resilient.
- Implement a new **Internal Communications Strategy** to support the flow of information within the RMA, encourage employee engagement and increase employee confidence.



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**RISK
MANAGEMENT
AUTHORITY**