

RMA 2021-22


Business Plan



RMA

Risk Management Authority

Working towards a Safer Scotland



The Risk Management Authority (RMA) **protects the public** by ensuring that risk assessment and risk management practices are in place, to **reduce the risk of serious harm** posed by violent and sexual offenders.



This, our **Business Plan**, alongside our Corporate Plan, defines: our **Operational and Strategic Objectives**, areas for **Continuous Improvement**, **Key Performance Indicators** and our **Financial Budget** for the year 2021-22.

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About RMA

***The RMA is a unique
organisation in the UK***

We are a Non-Departmental Public Body established by the Criminal Justice (Scotland) Act 2003, and sponsored by the Scottish Government Community Justice Division.

Our duties focus on **protecting the public** by ensuring that robust risk assessment and risk management practices are in place. Our work contributes to ensuring decisions are **defensible** and **appropriate**, and processes are **administered with integrity** and **clearly communicated**.


Over the course of 2020, the organisation grew and developed into four distinct departments: **Development Team, Effective Practice Team, Order for Lifelong (OLR) Team** and the **Business Team**.

From a mix of backgrounds including law, social work and psychology, the experienced team are uniquely placed to provide advice, support and guidance to justice partners across Scotland.






Meet the Team

Senior Management






Mark McSherry
Chief Executive






Geoff Tordzro-Taylor
Head of Development






Lesley Weber
Head of Effective Practice





Debbie Campbell
Head of OLR


 





Paul Keoghan
Director of Corporate Services


 

Development






Rachel Webb
Development Lead





Katie Barr
Research Officer



Rebecca Wagstaff
Research Officer

Effective Practice



Elaine Ferguson
Effective Practice Lead



Ian McIntosh
Effective Practice Lead


 




Julie Webber
Effective Practice Officer


 

OLR






Heather McFadyen
OLR Case Worker








Lesley Martin
OLR Case Worker



Hayley Warburton
OLR Case Worker



Name Withheld
OLR Case Worker



Ross Pollock
Risk Practice Lead



Emma Harley
Risk Practice Officer



Sharon Hume
OLR Case Worker





Emily West
OLR Case Worker



Business



Lucy Jackman
Governance Officer



Margaret Smith
Communications Officer



Joanne McFarlane
Training and Events Co-ordinator



Kathleen McAuley
Office Administrator





Name Withheld
Finance Administrator

*Click on the Twitter
or e-mail icons to
get in touch with us*

2021-22 Objectives

Our Strategic and Operational Objectives link back to our Corporate Plan, Strategic Aims and the National Performance Framework. Read on to learn more about us and our Strategic and Operational Objectives for the coming year.

DEVELOP

We will advance evidence-based effective and ethical risk practice

Development Team

The Development Team undertake and publish impactful and meaningful research that: ensures our standards and guidelines are evidence-based; ensures current risk practice is in line with the latest research and responds to specific interests in risk practice.

Geoff Tordzro-Taylor (Head of Development)

A **Chartered Psychologist** and **Registered Forensic Psychologist**, Geoff has been with the RMA since 2018. As Head of Development he has strategic responsibility for research, development and evaluation functions.

✉ Geoffrey.Taylor@rma.gov.scot



Rachel Webb (Development Lead)

✉ Rachel.Webb@rma.gov.scot



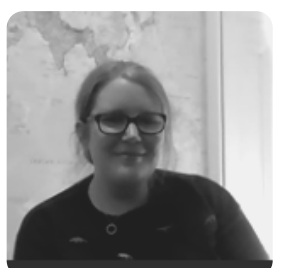
Katie Barr (Research Officer)

✉ Katherine.Barr@rma.gov.scot



Rebecca Wagstaff (Research Officer)

✉ Rebecca.Wagstaff@rma.gov.scot



Development Objectives

 #RMADevelopment

Click on our Strategic Objectives to see more details on our website.

STRATEGIC: DEVELOP

OLR Offending Behaviour

We will produce a series of research exploring the pattern, nature and seriousness of those on the OLR sentence at the point of sentencing.

The research will consider the impact on victims, as well as psychopathy and those under the age of 25.

STRATEGIC: EVALUATE

Research & Promoting Effective Practice

We will commence work on research on national and international effective approaches to assessing and managing offenders who present a risk of serious harm to public safety.

OPERATIONAL: DEVELOP

Internet Offending Model

We will propose an approach to commence pilot to the Scottish Government, before running the pilot with selected local authorities.

OPERATIONAL: EVALUATE

Home Detention Curfew

We will support the evaluation of the Home Detention Curfew decision making model.

OPERATIONAL: EVALUATE

Training

We will analyse the training provided on our Risk Practice Course to understand skills learned, specifically for the role of a social worker.

OPERATIONAL: EVALUATE

Training

We will evaluate the Scottish Prison Service Case Managers course and the relationship between training and the QA framework.

Development Outcomes

 #RMADevelopment

Click on our Strategic Outcomes to see more details on our website.

OLR Offending Behaviour

We will gain a better understanding of OLR offending behaviour, victim characteristics and the relationship between age and characteristics that will inform discussions around policy approach and service provision.

For those under the age of 25, this research will inform advice to Ministers on the OLR for young people.

Internet Offending Model

We will collect data and information to inform developments of the Model, including research on the use of the CPORT and practitioners experiences, and inform recommendations on a national approach to assessing the risk posed by those committing internet offences.

Home Detention Curfew

The evaluation will explore the quality of HDC assessments and the consistency of HDC decision making, providing support to the Scottish Prison Service.

Research & Promoting Effective Practice

To identify what measures perform well, this evaluation will explore Scottish, National and International approaches to assessing and managing individuals who present the highest risk of serious harm.

We will form meaningful relationships with stakeholders to provide support, advice and guidance.

This work will inform improvements to, and discussions around, policy and service provision.

Training

By identifying areas for improvement we will better support social workers and improve the effectiveness of our Risk Practice Course. The evaluation will include reviewing Risk Management Plans (RMP) post-training to analyse the transfer of learning into practice, ensuring high quality RMPs.

Training

This evaluation will identify any areas for improvement so we can develop the training and improve transfer of learning into practice. Additionally, we will develop a better understanding of the changes in RMP quality over time and the effectiveness of the QA framework.

Effective Practice Team

The Effective Practice team monitor proposed changes to legislation and procedure, assessing impact, making recommendations to the Scottish Government and, where appropriate, other agencies. The team also lead on aspects of training, learning and development, supporting on the application of a range of risk assessment and management tools.



Lesley Weber (Head of Effective Practice)

Lesley is a **qualified social worker**, spending the last 13 years in London **specialising in domestic abuse**, the wider violence against women and girls (VAWG) agenda, and public protection.

✉ Lesley.Weber@rma.gov.scot



Elaine Ferguson (Effective Practice Lead)

Elaine joined the RMA team in 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**.

✉ Elaine.Ferguson@rma.gov.scot



Ian McIntosh (Effective Practice Lead)

A member of the RMA team since 2011, Ian has **lead responsibility** for the development and delivery of initiatives to support risk assessment and management practice. Since 2015, Ian has been **co-delivering the Risk Practice training course**.

✉ Ian.McIntosh@rma.gov.scot



Julie Webber (Effective Practice Officer)

From the **Scottish Prison Service** and with a **degree in psychology**, Julie joined the RMA team in 2015. A large part of Julie's role involves supporting practitioners and services in the use of the LS/CMI method and system.

✉ Julie.Webber@rma.gov.scot

IMPLEMENT

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

Effective Practice Objectives



Click on our Strategic Objectives to see more details on our website.

STRATEGIC: DEVELOP

Policy Advice to Ministers - Counter Terrorism & Sentencing Bill 2021

We will produce a rapid review of Counter Terrorism literature relating to risk assessment and management and work closely with key stakeholders to understand the response to Counter Terrorism in Scotland.

OPERATIONAL: DEVELOP

Engagement with Victims

Working with victims agencies, we will carry out research then evaluate our Standards and Guidelines and Risk Management Plans - including victim safety planning.

OPERATIONAL: IMPLEMENT

Judicial Reviews

We will undertake and publish case analysis and commentary to engage with judicial decisions of significance to RMA.

First Grant of Temporary Release

Working with the Scottish Government and Scottish Prison Service, we will agree to undertake an external Secondary Assurance role for complex First Grant of Temporary Release (FGTR) Applications.

OPERATIONAL: IMPLEMENT

Consultations

Using a Framework we will respond to, and monitor the outcome of, public consultations that are relevant to RMA.

STRATEGIC: IMPLEMENT

Training & Education

We will introduce a three year Training and Learning Strategy for Criminal Justice Social Work, Police Scotland, MAPPA Chairs and Parole Board Scotland.

OPERATIONAL: DEVELOP

LS/CMI: Helpdesk and Mentors

We will continue to deliver, evaluate and review the helpdesk and mentor model. The evaluation and review will be supported by engagement with partner services, related working groups and Boards,

Effective Practice Outcomes



Click on our Strategic Outcomes to see more details on our website.

Policy Advice to Ministers - Counter Terrorism & Sentencing Bill 2021

This work will identify and allow us to manage any impact on RMA, the OLR and the use of MAPPA.

Our review will inform Ministerial advice and discussions around Counter Terrorism sentencing.

Engagement with Victims

By developing our understanding of the impact on victims, we will be able to identify areas where our Standards and Guidelines and RMPs can be adapted to better support victim safety planning, and contribute to the amendments to the Victim Notification Scheme.

Judicial Reviews

The undertaking and publication of case analysis and commentary will provide context to judicial reviews, supporting in the review and creation of policy and support public understanding of RMA functions.

First Grant of Temporary Release

In developing a Secondary Assurance model for complex FGTR Applications, we will provide a view on whether all appropriate steps to assess and mitigate risk have been taken to protect public safety. Additionally, we will identify and manage any risk or implication for RMA.

Consultations

The Framework will allow us to efficiently identify, prioritise, track and respond to relevant public consultations. The publication of response to relevant public consultations will support public understanding of RMA functions and improve the creation and implementation of policy.

Training & Education

We will identify and address current training needs to improve knowledge and understanding, improving risk assessment and management. We will adapt existing training packages and produce additional resources including targeted workshops and digital training.

LS/CMI: Helpdesk and Mentors

We will identify strengths and areas for change through our evaluation and review. This work will support and maintain knowledge and expertise of LS/CMI across all services using the method.

OLR Team

The OLR team provide oversight and evaluation of all statutory requirements associated with the assessment and management of individuals subject to an Order for Lifelong Restriction (OLR). In addition, the team provide expert OLR advice and support and promote best practice in risk assessment and risk management.



Debbie Campbell (Head of OLR)

Debbie is a **Chartered and Registered Forensic Psychologist** with experience in addiction services; secure mental health and latterly the Scottish Prison Service. With a keen interest in the management of individuals who present a high risk of general and sexual violence, Debbie joined the RMA team in 2020.

✉ Debbie.Campbell@rma.gov.scot



Lesley Martin (OLR Case Worker)

Lesley joined the RMA team in 2014, prior to this role she practised as a solicitor, having studied **Law at Glasgow University** and the former **Glasgow Graduate School of Law**. She has wide-ranging knowledge of criminal procedure, risk assessment and offender management policy and practice.

✉ Lesley.Martin@rma.gov.scot



Heather McFadyen (OLR Case Worker)

After graduating with a **MSc in Forensic Psychology**, Heather held roles in supported accommodation and community payback services. She volunteered with the Medics Against Violence schools initiative and latterly worked with young people in secure care before joining the RMA in 2020 as an OLR Case Worker.

✉ Heather.McFadyen@rma.gov.scot



Hayley Warburton (OLR Case Worker)

Prior to joining RMA in 2017, Hayley worked as a **Probation Officer** with Merseyside and Cheshire Probation Trusts. With experience of working for a domestic abuse advocacy service in Scotland, Hayley is currently undertaking a **PDA in domestic abuse advocacy (IDAA)**.

✉ Hayley.Warburton@rma.gov.scot

EVALUATE

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

Ross Pollock (Risk Practice Lead - Delivery)

✉ Ross.Pollock@rma.gov.scot



Emma Harley (Risk Practice Officer)

With an **MSc Forensic Psychology**, Emma joined the RMA in 2017 as an OLR Case Worker, becoming Risk Practice Officer in 2019. She has an ongoing interest in the impact of primary and secondary trauma, in the offending population, victims and those working within the field.

✉ Emma.Harley@rma.gov.scot



Emily West (OLR Case Worker)

After completing her **MSc in forensic psychology** in 2019, Emily worked within the addictions field, as well as supporting females within the criminal justice system. She joined the RMA in December 2020. Emily has experience in supporting individuals in recovery and victims of crime, with Victim Support Scotland, and supporting families affected by drugs and alcohol through volunteer work.

✉ Emily.West@rma.gov.scot



Sharon Hume (OLR Case Worker)

✉ Sharon.Hume@rma.gov.scot



Name Witheld (OLR Case Worker)



OLR Objectives

 #RMAScotOLR

Click on our Strategic Objectives to see more details on our website.

STRATEGIC: IMPLEMENT

Qualitative Research

We will produce research to better understand the experience of individuals with an OLR who have been released into the community and recalled to custody.

OPERATIONAL: DEVELOP

Training & Education

To prepare community agencies for the release of an individual with an OLR, we will develop and deliver a comprehensive package of support.

OPERATIONAL: EVALUATE

Risk Management Plans (Initial)

We will work with lead authorities to ensure all individuals sentenced to an OLR have a high quality RMP in place within nine months as set out in law. This year we expect approx. 20 Initial RMPs.

OPERATIONAL: DEVELOP

Accreditation

We will identify areas of improvement and introduce a new scheme of Risk Assessor accreditation.

OPERATIONAL: EVALUATE

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 standards and guidelines. This year we expect approx. 60 Amended RMPs.

OPERATIONAL: IMPLEMENT

Accreditation

We will accredit appropriately qualified Risk Assessors to meet the needs of the high court and the standards produced by RMA.

OPERATIONAL: EVALUATE

Annual Implementation Reports

Annually, we will review the lead authorities progress in implementing the approved RMP (known as an Annual Implementation Report). This year we expect approx. 200 AIRs.

OLR Outcomes

 #RMAScotOLR

Click on our Strategic Outcomes to see more details on our website.

Qualitative Research

This work will address a gap in current research and explore the experience of custody through to release into the community, and the support available.

The findings will inform discussions with Ministers around the OLR sentence as well as day-to-day management of individuals with an OLR in custody and in the community.

Training & Education

The support and training, including structured contact with a named key worker, will ensure that community agencies are prepared and fully aware of their responsibilities ahead of the release of an individual with an OLR. By supporting the lead authority, the RMA contributes to the reintegration of the individual into the community.

Accreditation

The new scheme of Risk Assessor accreditation will streamline administration work and ensure that only the highest quality risk Assessors are accredited to service the high court.

Accreditation

We will fulfil our legislative requirements and provide a high quality service to the high court to ensure public confidence in the risk assessment process. This year the accreditation period comes to an end for six current Risk Assessors, we expect them to apply for accreditation in 2021-22.

Risk Management Plans (Initial)

We ensure that the risks presented by the individual are recognised within an initial RMP, which outlines effective management strategies to reduce the risk of future violence. A high quality RMP contributes to working safely and effectively with an individual with an OLR.

Risk Management Plans (Amended)

We support risk management processes, ensuring that RMP's are responsive to change and effectively meet the needs, and manage the risks presented by the individual. We provide an efficient and value for money service to the Scottish Government.

Annual Implementation Reports

Our guidance supports lead authorities to ensure that the approved RMP is regularly reviewed and remains relevant. Our oversight of implementation ensures that strategies designed to manage risk and support the individual in progressing with their sentence are consistently applied.

Continuous Improvement

We continuously evaluate how we do things so we can make the most efficient use of our resources.

EFFECTIVE PRACTICE

OLR Policy Review

We will commence work on the recommendation to include a ‘presumption against’ consideration of application of the OLR to those under the age of 21.

EFFECTIVE PRACTICE

LS/CMI: Centralisation

We will attend Project Boards and continue to contribute to the LS/CMI Centralisation project.

DEVELOPMENT

Research and Governance

We will produce a Research Governance and Management Framework to include publication standards, proposals and more, ensuring a consistent approach to research within the RMA.

BUSINESS

Staff Handbook Refresh

We will review and update content where necessary, developing our approach to staff wellbeing considering domestic abuse, menopause, suicide prevention and home working.

OLR

Governance

We will implement and evaluate the new OLR Case Management IT system to streamline administration work, improving efficiency within the OLR Team.

BUSINESS

Departmental Reporting

We will evaluate existing reporting arrangements and develop key performance indicators to improve both accountability and performance management.

BUSINESS

Assurance Map

We will develop an assurance map to provide a consolidated view of internal controls for key risks, processes and functions organisation wide to mitigate corporate risk to RMA functions.

BUSINESS

Review Procurement Arrangements

To improve efficiency and resilience, we will evaluate existing procurement policies and procedures and, where appropriate, consider Scottish Government Framework Agreements.

Continuous Improvement: Engagement

We continuously evaluate our engagement methods so we can promote effective practice and improve public protection.

BUSINESS

Communications Strategy

We will develop a Communications Strategy which is supported by an annual plan of activities to ensure our communications activity is targeted and supports our strategic aims.

EFFECTIVE PRACTICE

Stakeholder Engagement

We will build on existing, and develop new, stakeholder relationships within the Scottish justice system to support collaboration and contribute to promoting effective practice.

BUSINESS

Website Update

To deliver a better user experience and contribute to establishing RMA as a recognised source of support and expertise, we will update our website with improved navigation and interactive content.

BUSINESS

Corporate Plan

We will review and begin to develop the RMA Corporate Plan, in consultation with stakeholders. The Plan will have clear strategic aims which support the Scottish Government NPF outcomes.

BUSINESS

Branding Review

To better reflect the current and future direction of RMA and support RMA becoming a trusted and respected brand, we will deliver a refreshed and consistent brand identity.

BUSINESS

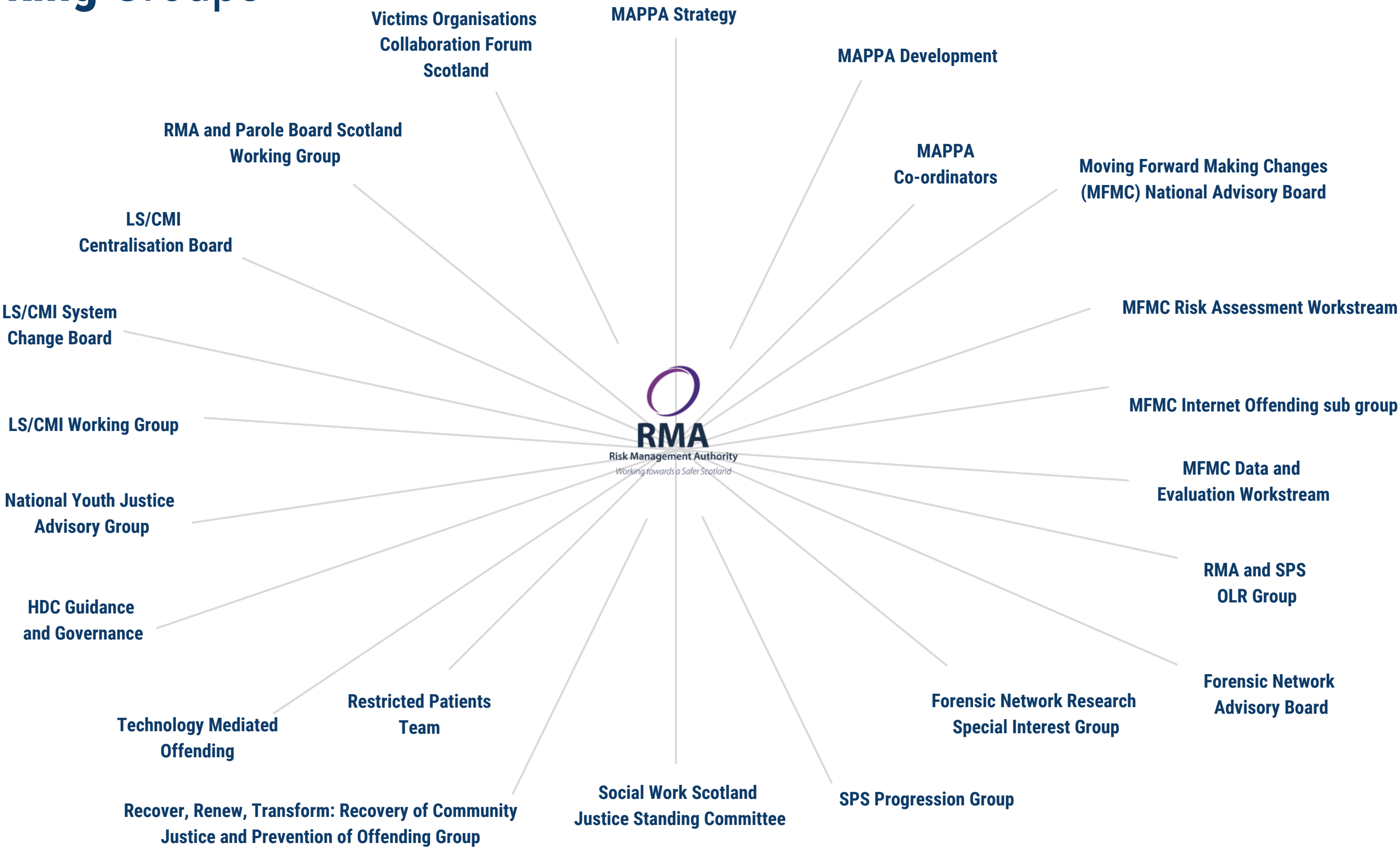
OLR Toolkit

To facilitate the implementation of a web-based resource, we will determine a specification for the design of a web-based resource, identifying any tender requirements, for delivery in 2022-23.

**We work with stakeholders
across Scotland to promote
effective practice.**



Working Groups





National Performance Framework

Our Strategic and Operational Objectives contribute to the Scottish Government's National Performance Framework, creating a safer and more successful country.





Key Performance Indicators

We will track Strategic and Operational Key Performance Indicators (KPI) to measure the effectiveness of our service and delivery as outlined in this Business Plan.

Reviewing these measures contributes to our management of resources and informs our decision making, helping us to maintain the delivery of services to a high standard.



Development Team

We will contribute to ensuring risk assessment and management processes remain evidence-based and up-to-date with current thinking.

- We will measure the success by:**
- Achieving an 85% satisfaction rate from delegates on RMA training.
 - Publishing research in relation to the OLR population.
 - Providing advice and guidance to justice agencies.
 - Evaluating transfer of learning in training courses.

Effective Practice Team

We will initiate external policy review where required, and support the development of appropriate legislation and procedure to protect public safety.

- We will measure the success by:**
- Achieving an 85% satisfaction rate from LS/CMI Helpdesk users.
 - Identifying areas where policy may impact on RMA.
 - Developing relationships with victims organisations.
 - Providing evidence-based advice to Ministers.

OLR Team

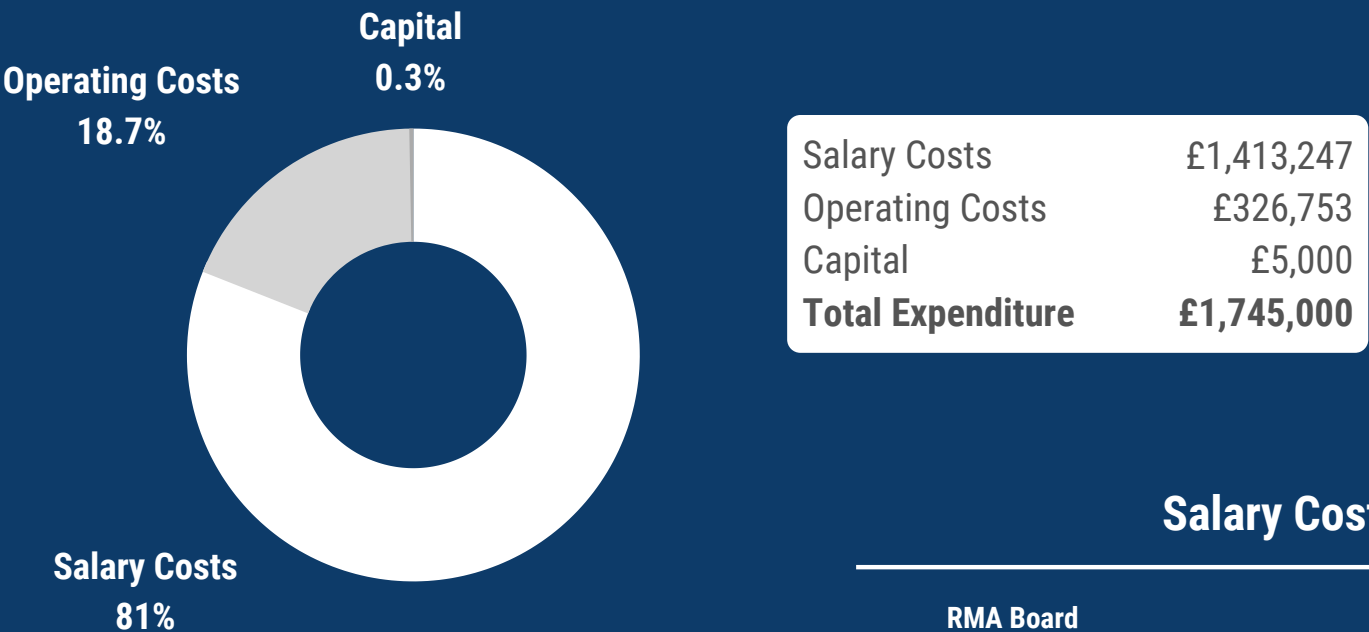
We will ensure compliance with an efficient and high quality risk management process, utilising our Standards and Guidelines.

- We will measure the success by:**
- Approving 100% of RMP in the statutory nine month timescale
 - Evaluating 90% of AIR within six weeks of receipt
 - Developing a more efficient accreditation procedure.
 - Implementing an updated Risk Management Plan template.
 - Producing a training and support package for community agencies.

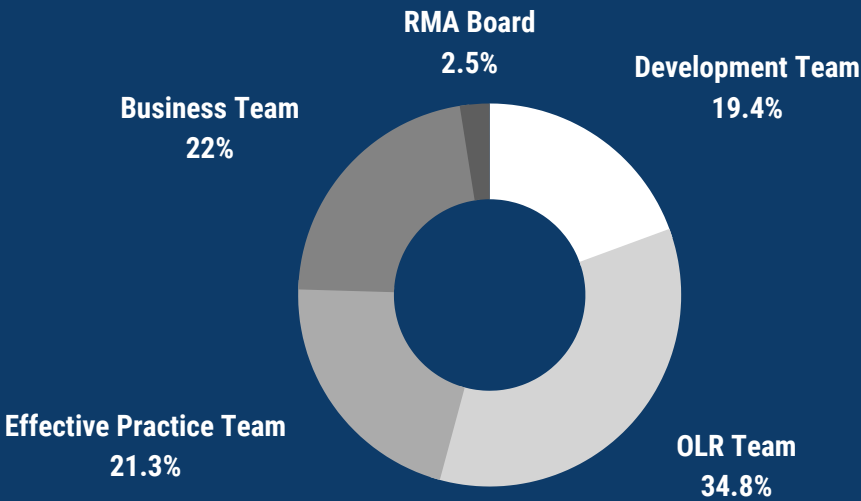
Financial Budget

As an NDPB, each year, following decisions by the Scottish Ministers on the allocation of budgets for the forthcoming financial year, we receive a formal statement of our budget. The financial budget here outlines key areas of expenditure that will be incurred to support the delivery of the 2021-22 business plan.

Summary Financials



Salary Costs



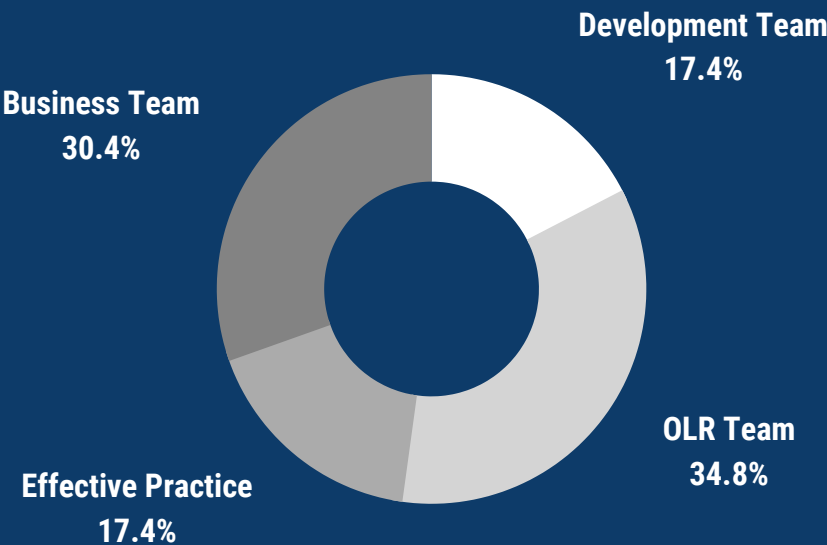
Operating Costs

Travel and Subsistence	£22,703
Professional Development and Wellbeing	£37,250
Accommodation & Infrastructure Costs	£182,400
Administration Costs	£29,900
Professional Fees	£40,700
Research and Development Costs	£13,800
Total Operating Costs	£326,753

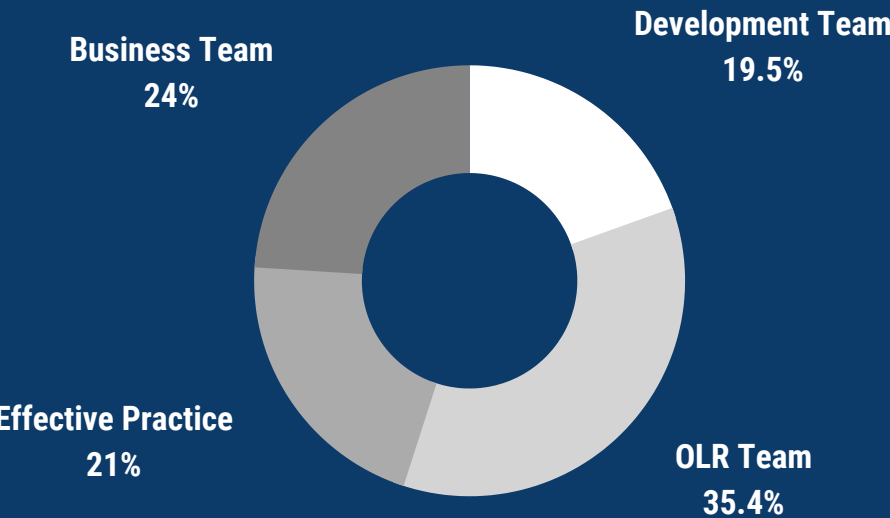
Professional Development and Wellbeing

Our Team is our best asset.

We are a team of 23 qualified and experienced individuals. Over the course of 2021-22 we have budgeted £37,250 to invest in staff wellbeing and Continuing Professional Development.



Total Expenditure by Department



The 2021-22 budget is segmented into proportionate spend for each department. The OLR Team, the biggest department of RMA, is allocated the largest share.

Governance

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

The RMA 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.

Click [here](#) to find further information, including the minutes of Board meetings and the register of interests, on our website.

Convener



Mr David Crawford

David Crawford is a qualified social worker and worked in local authority social work in Scotland for more than 30 years.

He 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.

David has an extensive background in criminal justice work including 5 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 Risk Management Authority.

Dr Aileen Burnett

Dr Aileen Burnett is a **consultant Forensic Clinical Psychologist**. She has extensive experience of offering direct and indirect Psychological treatment to adult forensic patients and has expertise in the assessment, management and treatment of personality disordered offenders.



Mr Stephen Swan

Stephen Swan served for 20 years with the **Scottish Prison Service**. Roles include Governor, Deputy Director Prisons and latterly as Director, Human Resources. He brings over 30 years experience in criminal justice, law enforcement, and offender management policy and practice.



Mr Chris Hawkes

Chris Hawkes was the chief officer for the **Lothian & Borders Community Justice Authority**. For over 40 years, Chris has worked in a variety of jurisdictions specialising in the management of offenders. He firmly believes that communities are safer when offenders are managed properly.



Mr Terry Powell

Terry Powell was a member of **Lothian and Borders Police** undertaking a wide range of responsibilities including divisional commander. Since retiring, Terry has been a member for the **Parole Board for Scotland** with responsibility for assessing the risk of offenders and making decisions regarding their release.



Ms Jane Davey

Jane Davey studied Law and has worked as a solicitor for nearly 30 years. She is currently **Principle Litigation Solicitor for Highland Council** where she has been for 19 years. Jane has experience of multi-agency Public Protection and risk assessment and policies and procedures.



Mr Stephen McAllister

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



Ms Michele Gilluley

A registered and chartered **Forensic Psychologist**, Michele Gilluley has over 20 years’ experience of risk assessment and management of offenders in custody and secure care in Scotland. She is also acting as an expert to the **Council of Europe**, consulting on projects related to improving human rights.



Glossary

Acronym	Full Term	Definition
CPORT	Child Pornography Offender Risk Tool	A seven-item structured risk tool used to assess the likelihood of future sexual offending over a 5-year fixed follow-up.
FGTR	First Grant of Temporary Release	A scheme by which a prisoner may apply to the governor of the institution for temporary release.
FRAME	Framework for Risk Assessment, Management and Evaluation	The FRAME policy outlined the agreed guiding principles, standards and values that will underpin risk practice in Scotland. This adopted the principles of proportionality, rights and evidence-based practice to guide defensible and ethical risk assessment and management.
HDC	Home Detention Curfew	Home Detention Curfew is a scheme which allows some people to be released early from custody if they have a suitable address to go to.
LS/CMI	Level of Service / Case Management Inventory	A general offending risk / needs assessment and management planning method.
MAPPA	Multi Agency Public Protection Arrangements	Multi Agency Public Protection Arrangements (MAPPA) is the framework which joins up the agencies who manage offenders. The fundamental purpose of MAPPA is public safety and the reduction of serious harm.

Acronym	Full Term	Definition
NDPB	Non-Departmental Public Body	A public organisation that is self-governing but accountable to and funded by Government.
OLR	Order for Lifelong Restriction	Sentence providing for lifelong management of high risk violent and sexual offenders. Requires implementation and review of an RMA approved risk management plan for offenders in custody and in the community. Includes a punishment part, spending minimum period in secure custody.
RATED	Risk Assessment Tools Evaluation Directory	A directory of risk assessment tools.
RMP	Risk Management Plan	The RMP sets out an assessment of risk, the measures to be taken for the minimisation of risk and how such measures are to be co-ordinated. The plan includes assessment and analysis of factors that may increase or prevent re-offending and gives recommendations for action.
QA	Quality Assurance	The maintenance of a level of quality in a service or product, especially by means of attention to every stage of the process of delivery or production.

Risk Management Authority

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