

RMA

BUSINESS PLAN

2024-25

**REDUCING
SERIOUS HARM**

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OUR MISSION	Making Scotland Safer			
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	Develop evidence-based risk assessment and management	Set and raise standard of risk assessment and management	Improve knowledge, skills and confidence in risk assessment and management	Influence policy, practice and public confidence in risk assessment and management
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 

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

INTRODUCTION

At the RMA, we are making Scotland safer.

We are a centre of excellence in risk assessment and management. We set and raise the standard of practice, to contribute to a modern, effective and evidence-based justice system and help make Scotland a safer place for people to live. Established by the Criminal Justice (Scotland) Act 2003, we contribute to creating a justice system that is fit for purpose by:

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

Effective and evidence-based risk assessment and management contributes directly to reducing crime and creating safer communities. This year, we will continue to develop and publish research to support effective practice; we will bring our [two-year pilot of a framework](#) for assessing those convicted of offences relating to indecent images of children (IIOC) to conclusion; and update our [Risk Assessment Tools Evaluation Directory \(RATED\)](#), a free resource available to practitioners that provides details on the effectiveness and applicability of risk assessment tools.

The [Order for Lifelong Restriction \(OLR\)](#) sentence is unique to Scotland, and it is our responsibility to oversee the administration of the sentence. Some of the work we have planned for this year includes researching the responsivity needs of the OLR population to provide advice to Scottish Ministers. We will continue to work in collaboration with the Scottish Prison Service to maintain standards and streamline reporting activities, and we will provide advice to Ministers to improve the management of those subject to the OLR sentence.

We work together with agencies across Scotland to support effective risk management. We support social work, police and prison staff through delivering expert and tailored training to address their needs. This year we will embark upon a project to deliver online self-learning modules to improve knowledge, skills and confidence across the sector.

Risk assessment should be at the heart of decision making across our justice system, making sure decisions are proportionate and defensible. This year we are working with the Scottish Government and other agencies to consider the role of risk assessment at the pre-sentencing stage.

A shared and consistent approach is vital for effective risk assessment and risk management of those who pose a risk of serious harm. We advocate for a proportionate, human-rights based approach in our national policy and set of standards, [FRAME \(Framework for Risk Assessment, Management and Evaluation\)](#). We are continuing our work together with other agencies to review how this policy is implemented across Scotland.

We are proud that our work makes a difference and is vital to protecting public safety. This Business Plan is set within the context of our [2024-2029 Corporate Plan](#).

OUR MISSION: MAKING SCOTLAND SAFER

OUR STRATEGIC AIMS: HOW WILL WE ACHIEVE OUR MISSION

Develop evidence-based risk assessment and management

Set and raise the standard of risk assessment and management

Improve knowledge, skills and confidence in risk assessment and management

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

OUR VALUES: WE EMBRANCE THEM THROUGHOUT THE WORK WE DO



LEARNING



INTEGRITY



FAIRNESS

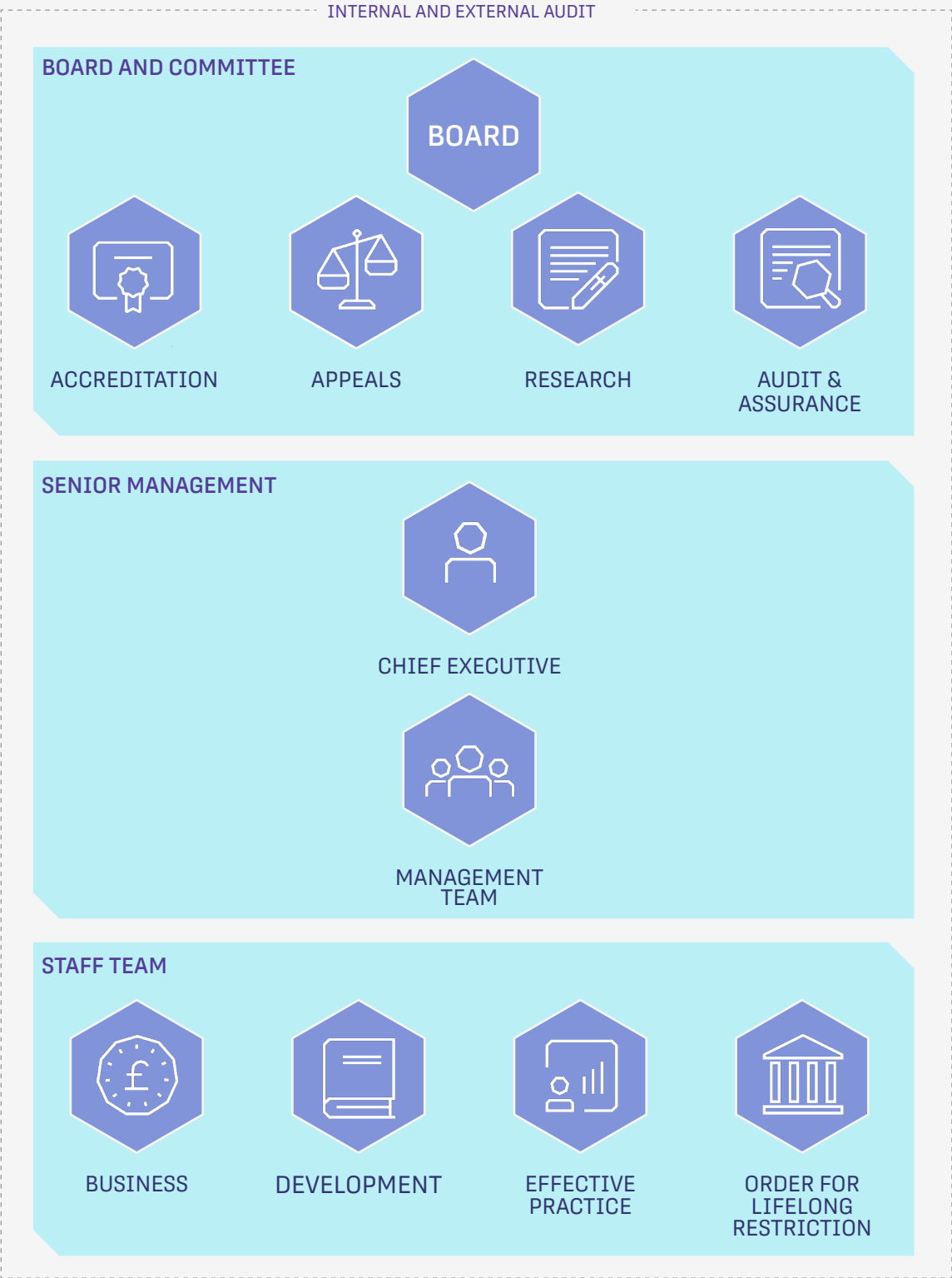


EXCELLENCE

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 provide strategic direction and monitor our progress.

Visit our website to find out more about our [Board members](#) and [staff team](#).



SENIOR MANAGEMENT



MARK MCSHERRY CHIEF EXECUTIVE

Mark started his career working in residential care, alternative custody programmes and youth justice before joining SACRO in 1997, where he developed programmes and services to women and children. He held posts at Glasgow Community Safety Services providing restorative programmes with young people prior to becoming Head of the Scottish Government Effective Practice Unit in 2007. He joined RMA in 2010 and became Chief Executive in 2019.



PAUL KEOGHAN DIRECTOR OF CORPORATE SERVICES

Paul previously worked in the education sector in Scotland and held roles with several multinationals in London prior to joining the RMA in 2008 as Director of Corporate Services. Paul has an MBA and a post graduate Diploma in Corporate Governance, and has overall responsibility for corporate governance and financial matters at RMA.



DEBBIE CAMPBELL HEAD OF OLR

A Chartered and Registered Forensic Psychologist, Debbie has a wealth of experience in psychological assessment and interventions. She has previously held roles in a range of settings including addiction, secure mental health and the Scottish Prison Service. Debbie joined the RMA in 2020 as Head of OLR.



EDDIE KOTRYS HEAD OF EFFECTIVE PRACTICE

Eddie began his career as a prison officer and went on to hold leadership and senior roles across operational, workforce development and national policy areas. He joined the RMA in 2022 as Head of Effective Practice, he has strategic responsibility for policy, engagement and providing advice to Scottish Ministers.



LAUREN MCCLINTOCK OLR TEAM MANAGER

With a background in youth justice, children's residential services, adult residential and community services, Lauren has a wealth of experience in the Scottish justice sector. Previously she held roles as a Social Worker and Team Leader, providing oversight of statutory casework and specifically complex cases, Lauren joined the team in 2022.



GEOFF TORDZRO-TAYLOR HEAD OF DEVELOPMENT

A Chartered and Registered Forensic Psychologist, Geoff joined the RMA in 2017 from a background working in care, mental health and prison settings. As Head of Development, Geoff holds overall responsibility for research, development and evaluation functions and supports agencies across Scotland with risk assessment and risk management.



JIHAD DIAB RESEARCH ASSISTANT

With a Masters in Research Methods in Psychology, Jihad joined the RMA in 2021. He is currently involved in the SAFERR project, where the aim is to produce a directory providing an evaluation of the effectiveness of risk management methods.



DR ELAINE FERGUSON POLICY LEAD

Elaine holds a law degree and a PhD focused on the Order for Lifelong Restriction. She has experience in teaching and a broad range of research interests. At the RMA her role involves drawing upon her expertise to inform evidence-based, impactful policy development.



EMMA HARLEY OLR OFFICER

Emma has worked in various roles in third sector mental health services and completed an MSc in Forensic Psychology before joining the RMA in 2017. Emma became OLR Officer in 2019 and has an ongoing interest in the impact of primary and secondary trauma.



MAIRI MARTIN OLR CASE WORKER

With over 20 years of managing a HR function and 30 years' management experience, Mairi joined the RMA in 2023 with a wealth of knowledge and experience in both public and private sector organisations. Mairi has overall responsibility to deliver a new HR strategy and HR support and services.



KATHLEEN MCAULEY OFFICE ADMINISTRATOR

Kat joined the RMA in 2007 having previously held roles at the NHS for ten years. Kat manages the day-to-day running of the RMA office, including building maintenance, office security, Health and Safety and supports all staff and Board and Committees with administrative support.



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 Medics Against Violence and worked as a senior practitioner with young people in secure care before joining the RMA in 2020.



JOANNE MCFARLANE-FYFE BUSINESS & EVENTS ADMINISTRATOR

In 2006, Joanne joined the RMA as Administrative Assistant and in 2007 took on the role of Training and Events Co-ordinator, in 2022 becoming Business and Events Co-ordinator. Joanne supports the co-ordination and delivery of RMA training courses and events, and provides HR support.



ROSS POLLOCK OLR LEAD

With a background in psychology, Ross joined the RMA in 2007 and has played a key role in development of processes which ensure that partner agencies are able to manage the OLR population, in accordance with statutory requirements and effective practice.



IAN MCINTOSH EFFECTIVE PRACTICE LEAD

Ian joined the RMA in 2007 and develops and delivers initiatives to support services in the implementation of risk assessment and risk management practice. Ian provides support for practitioners using the LS/CMI method and system and has been co-delivering RMA training since 2015.



MARGARET SMITH COMMUNICATIONS OFFICER

Margaret joined the RMA in 2020 from a background in marketing and communication in arts and third sector. She has overall responsibility for the development and delivery of communications activity including website development, social media and newsletters, and public relations.



DR CRAIG THOMSON RESEARCH ASSISTANT

Craig holds an undergraduate in Psychology and an MSc in Research Methods in Psychology, and a PhD in Human Geography. Before joining the RMA in 2024, he worked with the National Records of Scotland and at HM Inspectorate of Constabulary in Scotland.



RACHEL WEBB DEVELOPMENT LEAD

Rachel has an MSc in Forensic Psychology and joined the RMA in 2015, with a background in residential and secure care. As Development Lead, Rachel is responsible for leading on research programmes including the Order for Lifelong Restriction and Internet Offending.



JULIE WEBBER TRAINING LEAD

Julie joined in 2015 and has been involved in the development and delivery of initiatives to support services across Scotland in implementing effective risk assessment and risk management practice. Julie is involved in the delivery of training and supporting the use of LS/CMI in Scotland.

The RMA has 22 members of staff as of March 2024.

DEVELOP EVIDENCE-BASED RISK ASSESSMENT AND MANAGEMENT

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

IN 2024-25, WE WILL:

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

In 2020, we formed and chaired a multi-agency working group to support the development of this framework. We have been running a two-year pilot to explore the reliability and validity with eight local authorities across Scotland. This year, we will bring the pilot to conclusion and publish research which will contain recommendations on future implementation.

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

Selecting Approaches for Effectively Responding to Risk (SAFERR) is an online directory to be published this year. It will contain risk management approaches together with details on applicability and validity to support practitioners working with individuals who pose a risk of serious harm.

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

RATED is an online directory of risk assessment tools, supporting practitioners to select the most appropriate tool for their case. RATED was first published in 2018 and continues to be a valued resource. This year we will undertake a review of the format of the directory and develop an alternative approach to ensure evidence provided is current and communicated in a manner that is usable and meaningful for those conducting risk assessments. The updates will be implemented in 2025-26.



Provide advice to Ministers by researching the responsivity needs (such as learning difficulties or personality disorders) of the OLR population to improve the tailoring of treatment and approaches to progression.

To make sure that risk assessment and management is effective, we advocate for an individualised approach. This research will provide a deeper understanding of how best to assess and manage individuals with responsivity needs, to better support engagement, progression and rehabilitation. Our findings will form the basis for advice to Scottish Ministers.

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

This collaboration will help develop, conduct and support research that improves understanding of effective practice in risk assessment and management. This will include working together on research projects looking at intimate partner violence and artificial intelligence, and supporting researchers interested in work relevant to the RMA.

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

SET AND RAISE THE STANDARD OF RISK ASSESSMENT AND MANAGEMENT

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

IN 2024-25 WE WILL:

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

We are committed to making sure the OLR is implemented appropriately, and that the risk an individual presents is assessed and managed effectively. We will continue to work with the Scottish Prison Service to maintain standards of planning and reporting for individuals subject to the OLR during this period of high prison numbers and resourcing issues.

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

The quality of a risk assessment report, risk management plan, or annual implementation report has a direct impact on individuals subject to the OLR, lead authorities (Scottish Prison Service, social work and NHS) and the RMA. This year we will gather data on the quality of submissions and the guidance issued by the RMA, and work with the Scottish Prison Service to make sure standards of quality are maintained and exceeded.



Support the review and development of National Outcomes and Standards for Social Work Services in the Criminal Justice System.

As part of the consideration of Justice Social Work relationship with the National Care Service, the Scottish Government will undertake a review of Justice Social Work Standards to reflect changes in policy, practice and legislation since 2010. We will support the review and development to ensure consistency with the RMA's Standards and Guidelines and the evidence on effective practice.

IMPROVE KNOWLEDGE, SKILLS AND CONFIDENCE IN RISK ASSESSMENT AND MANAGEMENT

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

IN 2024-25 WE WILL:

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

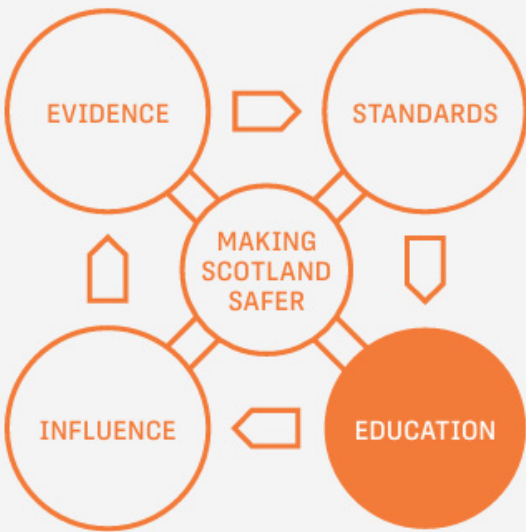
Improving knowledge, skills and confidence in risk assessment and management is pivotal to improving practice across Scotland. This year, in collaboration with justice agencies, we will analyse the training needs of the sector in relation to risk assessment and management, to ensure our training delivery remains relevant and impactful.

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

Our specialised training courses are regularly in high demand from justice social work, police and prisons across Scotland. To address the needs of justice partners, this year we will begin to develop online resources for self-learning to help improve knowledge and confidence.

Work with justice agencies to develop and deliver training regarding risk-based decision making.

Working collaboratively is one of the things we do best at the RMA. We take pride in the support we provide to justice agencies. This year we will develop and deliver training to the judiciary, risk management teams, Parole Board Scotland and multi-agency public protection arrangements (MAPPA), alongside our regular provision of risk practice training to social work and police.



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

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

IN 2024-25 WE WILL:

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

FRAME is the agreed national policy approach to risk assessment and management in Scotland. This year we will evaluate the extent to which FRAME has been integrated into practice across agencies. The implementation group will complete several deliverables this year, including working with colleagues in Police Scotland to review the Police Risk Practice Model and improving awareness of the definition of risk of serious harm. This is a multi-year project to make sure the FRAME policy reflects current thinking and continues to support effective practice.

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

To improve practice and make sure risk management in Scotland is guided by the principles of the FRAME approach, this year we will produce a revised and efficient journey map for those entering the justice system from their communities, progressing through custody and safely integrating back into the community.

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

As part of our project to review the implementation of the OLR and how it functions, this year we will look at the approach to risk management during the sentence. Our review will inform discussions around the sentence and service provision, identifying areas for improvement and advice to Scottish Ministers.



Work with the Scottish Government and other relevant justice partners to consider the role of risk assessment at pre-sentencing and release.

One of the issues currently facing the justice system in Scotland is the number of individuals currently in prison. This year we will work with the Scottish Government and partners to explore the role of risk assessment at a pre-sentencing level – such as granting bail, or diversion from prosecution – and release from custody.

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

Learning from one another across the justice sector is one of the best ways we can all improve our shared understanding. This year we will invest time in maintaining and growing our representation across the country, at working groups, Prison Leaders' Forum and the Scottish Parliament Justice Committee.

STATUTORY FUNCTIONS AND BUSINESS AS USUAL

In addition to our strategic objectives, our team undertake several business as usual objectives to ensure efficient operation of the organisation, and we have a legislative responsibility to oversee and administer the OLR sentence.

IN 2024-25 WE WILL:

Order for Lifelong Restriction

- Review approximately 209 Annual Implementation Reports (AIRs) to provide assurance that individuals subject to an OLR are being managed effectively.
- Evaluate approximately 45 Amended Risk Management Plans (RMPs) and approximately 25 Initial RMPs to ensure both meet the standard for approval, in line with our Standards and Guidelines.

First Grant of Temporary Release

- Continue working with our evaluation framework for First Grant of Temporary Release (FGTR) and pilot to provide assurance for FGTR decision makers.

Policy Development

- Respond to relevant consultations from Scottish Government to provide our advice and guidance.
- Continue our role in the development of pathways with the Prisons Oversight Group to manage Counter-Terrorism in Scotland.
- Continue to work with colleagues on the Bail and Release from Custody (Scotland) Act via our representation on the Implementation Steering Group.

Support and Guidance

- Provide an ongoing helpdesk and support function to justice agencies to support the use of the Level of Service / Case Management Inventory (LS/CMI) method in Scotland, focusing on risk of serious harm and risk management planning.
- Work with the judicial institute to provide further inputs to the judiciary.

HR and Business Support

- Develop a public relations strategy to improve public understanding of risk assessment and risk management.
- Co-ordinate our response to the public sector agenda to ensure efficiencies are realised and services are shared when appropriate.
- Review and develop our external communications strategy in line with the 2024-29 Corporate Plan.
- Develop a HR strategy.
- Review and develop a target organisational structure.
- Develop a learning and development strategy.
- Launch and maintain the RMA podcast series.
- Review our financial management processes.
- Implement a new finance system.
- Update our Equality Impact Assessment (EQIA) Mainstreaming Report and Records Management Plan.
- Develop a new staff appraisal process.
- Develop a new staff handbook.
- Rewrite HR policies.
- Explore analogue pay arrangement.
- Review suppliers service contracts.

KEY PERFORMANCE INDICATORS

We are committed to transparency and monitoring our progress. As we publish our Corporate Plan for 2024 - 2029 and develop the project plans to achieve this, 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:

	Priority Area	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 course	10% average improvement
3	Finance	Monthly accounts to be completed within six working days of month end	90%
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 ten working days	100%

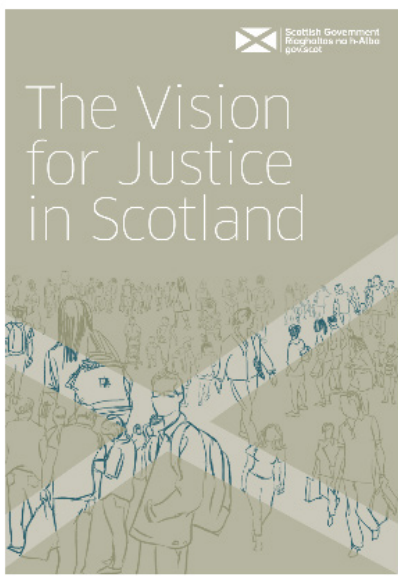
- KPI 1** We will complete evaluations for initial and amended Risk Management Plans in eight weeks (40 working days) of receipt.
- KPI 2** This indicator measures the improvement in scores from the pre-course knowledge check to the post-course knowledge check, aiming for an average of 10% improvement in scores across all participants.
- KPI 3** 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 four weeks of receipt.
- KPI 4** We will complete quality assurance of First Grant of Temporary Release complex case submissions within five weeks (25 working days) of receipt.
- KPI 5** We will respond to all LS/CMI Helpdesk queries, via telephone or e-mail, within ten working days of receipt.

VISION FOR JUSTICE

The Scottish Government's Vision for Justice was published in 2022 and covers five aims with a focus on creating safer communities. We are proud that our work directly supports the Vision for Justice and together, we are working to make Scotland safer.

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

This year we will work with the Scottish Government and other agencies to consider the role of risk assessment at key points of the justice journey – including pre-sentencing and release – to contribute to safer communities. We will develop and deliver training on risk-based decision making to support partners such as the judiciary and Parole Board Scotland. Our online self-learning resources will also commence this year, which are designed to support people working with those who pose a risk of harm to the public to improve their knowledge, skills and confidence in risk assessment and management.



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

In addition to our operational role overseeing the administration of the OLR sentence, we are continuing our review of the implementation of the OLR. This year we are undertaking a research project to understand responsivity needs within the population to support effective risk management approaches. In FRAME, we advocate for risk assessment and management that is tailored to individuals and proportionate to risk, to make sure there is a person-centred approach.

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

Risk assessment is central to the justice system and use of custody. This year we are concluding our second year of the pilot of a framework for assessing individuals who have been convicted of indecent images of children offences. Our work with the Scottish Government in relation to the role of risk assessment at pre-sentencing and release from custody will be vital to supporting the use of custody only where there is no alternative.

NATIONAL PERFORMANCE FRAMEWORK

We are proud to contribute 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

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



WE ARE OPEN, CONNECTED AND MAKE A POSITIVE CONTRIBUTION INTERNATIONALLY

At the RMA, we: are an authority on risk assessment and management in Scotland. We share our knowledge and understanding with justice partners internationally, through representation at working groups, conferences and forums, to influence policy and practice.



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

At the RMA, we: are committed to reducing the risk of serious harm posed to the public through our work, creating safe communities for all.

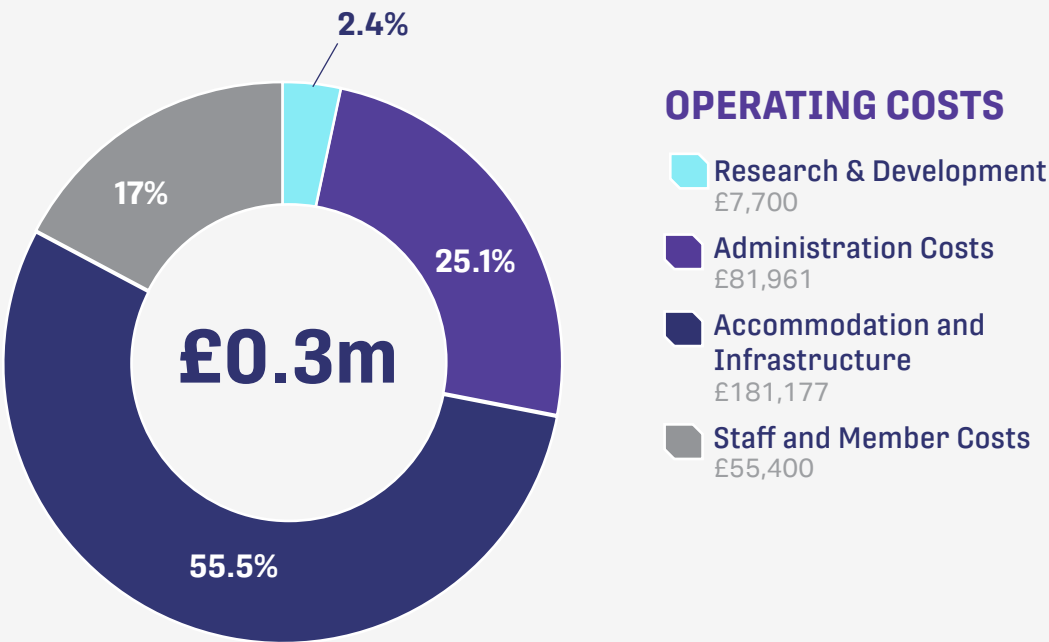
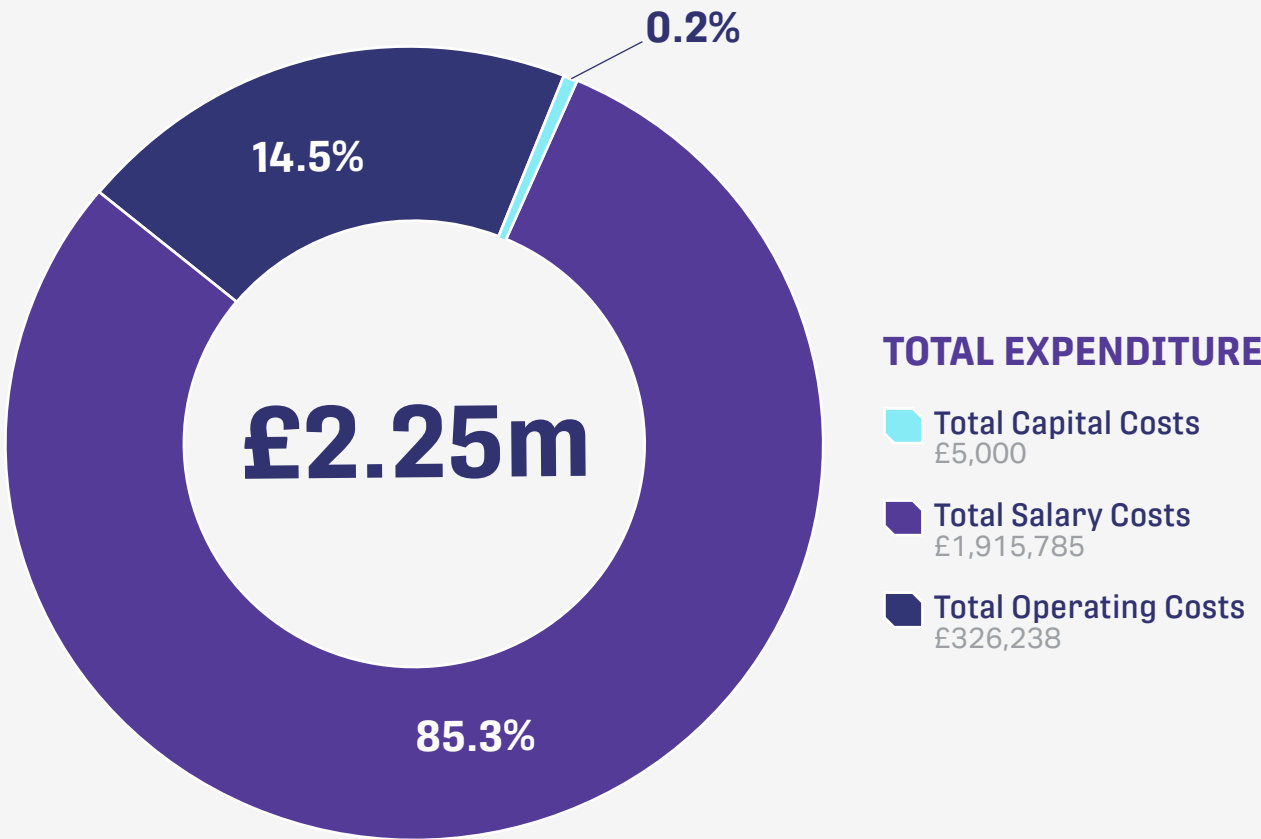


WE ARE WELL EDUCATED, SKILLED AND ABLE TO CONTRIBUTE TO SOCIETY

At the RMA, we: deliver 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 training regarding risk-based decision making for justice partners including the judiciary.



FINANCIAL SUMMARY



APPENDIX: 2024-25 WORKING GROUPS

At the RMA we provide advice and guidance to justice partners across the country to support effective practice. Some of the working groups we will engage with this year include:

- Adult Justice Throughcare Practice Network
- Bail and Release from Custody (Scotland) Act Implementation Steering Group
- Community Justice Programme Board - Transformational Change Programme 2
- Counter-Terrorism Assessment and Rehabilitation Centre (CT-ARC) & RMA Group
- Court Report Guidance Reference Group
- Criminal Justice Board
- Forensic Network Research Special Interest Group
- HDC Task & Action Group
- Internet Offending Pilot
- LS/CMI Working Group
- LS/CMI, MFMC (Moving Forward Making Changes) & Caledonian IT Application Strategic Development Change Board
- LS/CMI Review Group
- LS/CMI Prison Throughcare Guidance Group
- MAPPA (Multi Agency Public Protection Arrangements) National Strategic Group
- MAPPA Strategy Group
- MAPPA Co-ordinators Group
- MAPPA Development Group
- MFMC National Advisory Board
- National Youth Justice Advisory Group
- Prison Population Leadership Forum
- Public Protection Sub-group (SWS Justice Standing Committee)
- Restorative Justice Practitioner Network
- Restricted Patients Team
- RMA and SPS OLR Group
- Social Work Scotland Justice Standing Committee
- Throughcare Guidance Reference Group
- Victims Organisations Collaboration Forum
- MF2C Programme Oversight Board
- LS/CMI - JSW (Justice Social Work) Service Managers Meeting
- SG (Scottish Government) Led Scottish MAPPS Meeting
- Strategic Training Provision Group
- Transformational Change 2 Project - Information Sharing with Justice Social WorkUK Government Lead MAPPS Meetings (Scottish Users Group and Executive Committee and Executive Training Groups)

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**RISK
MANAGEMENT
AUTHORITY**