

National Parole Board



**2003-2004
Estimates**

A Report on Plans and Priorities

Approved

Hon. Wayne Easter, P.C., M.P.
Solicitor General of Canada

TABLE OF CONTENTS

Section 1: Messages.....	1
1.1 Chairperson's Message.....	1
1.2 Management Representation.....	3
Section 2: The Accountability Framework.....	4
2.1 Mission and Values.....	4
2.2 Mandate.....	4
2.3 Structure for Program Delivery.....	4
2.4 Partnership for Program Delivery.....	5
2.5 Departmental Planned Spending.....	5
Section 3: The Strategic Framework - Planning Overview.....	6
3.1 External Factors.....	6
3.2 Internal Factors	7
3.3 The Vision	8
3.4 Strategic Outcomes.....	8
Section 4: Plans And Priorities by Strategic Outcome.....	9
4.1 Summary Information.....	9
4.2 Detailed Reporting.....	10
4.3 Quality Decisions for Conditional Release.....	10
4.4 Open and Accountable Decision Processes.....	14
4.5 Quality Decisions for Pardons.....	17
4.6 The Modern Management Agenda.....	19
Section 5: Organization.....	22
5.1 Business Lines.....	22
5.2 Business Line Accountability.....	23
5.3 Resource Relationship: Business Lines and Strategic Outcome.....	23
5.4 Financial Information.....	24
5.5 Legislation Administered by the National Parole Board.....	24
5.6 Contacts.....	25

Section 1: Messages

1.1 Chairperson's Message

The National Parole Board continues to operate in a dynamic and challenging environment characterized by heavy workloads, fear of crime, concerns for safety, and vigorous and often critical debate of parole and related matters. Against this backdrop, the Board's plans and priorities continue to be dominated by two themes - public safety and public service.

The Board's top priority remains public safety, consistent with the purpose and principles for parole set out in the *Corrections and Conditional Release Act*, and reinforced by our Mission and Vision. Our attention to this priority is demonstrated by the manner in which we continue to discharge our statutory responsibilities.

Parole, for example, continues to yield positive results. More than nine of every ten parole releases do not result in a new offence, and 99 of every 100 releases do not end in a new violent offence. Statistics, however, provide little comfort for those who have been victimized by an offender on parole. So the Board works constantly to enhance its capacity for contributing to public safety. The "quality conditional release" initiative, with its objective of producing quality decision-makers, quality decision processes and quality decisions, is a prime example of this work.

The "Effective Corrections" initiative is similar in purpose, with its focus on strengthening the Board's ability to deal with Aboriginal offenders, and with the increasing diversity in the offender population and in the community. Another key improvement initiative for the Board is our work to develop the Conditional Release System. This system is intended to improve the quality of information for decision-making within the Board and across the justice system, when linked with federal measures for integrated justice information.

The Board is also committed to enhancing its contribution to public safety through more effective delivery of the pardon program. In this context, we are examining a range of measures to improve the quality and timeliness of pardon decision-making.

The Board's focus on quality public service (i.e. client - focus and results - based) emerged from a growing recognition of the complex management challenges facing all organizations today, and the increasing public demand for effectiveness and accountability in government. Quality service is a natural compliment to the Board's pursuit of public safety. It is designed to improve all aspects of program management and program delivery, and in so doing, provide a solid foundation for quality conditional release and pardons decision-making. The Board's modern management agenda is the primary vehicle for enhancing public service. This agenda, which comprises initiatives such as modern comptrollership, will focus on:

- a human resource strategy that will enhance our ability to attract and retain qualified individuals as Board members and staff;

- an information technology strategy that will position the Board for optimum use of technology in support of conditional release and pardons business lines; and
- an integrated risk management framework which will support open, effective and accountable program delivery and resource management.

Work to advance the principles of public service introduces an interesting debate within the Board regarding the concept of client. On first entering this debate, you are struck by NPB's focus on the individual in its day-to-day work -- on the pardon applicant or on the offender whose case must be reviewed to consider various aspects of conditional release. Closer review, however, illustrates that the Board's responsibility for public safety extends its focus and accountability beyond the individual to the community. The community is the Board's client. It is the community which the Board serves and to which the Board is accountable for its decisions for the safe reintegration of offenders.

Safety and security are important priorities for the federal government, and fundamental to community well-being. The National Parole Board has an important role to play in public safety through quality decisions for conditional release and pardons. While effective response to the need for public safety is always challenging, I am convinced that we will continue to make progress as a result of the plans and priorities that we have developed.

D. Ian Glen, Q.C.
Chairperson, National Parole Board

1.2 Management Representation

<i>MANAGEMENT REPRESENTATION/DÉCLARATION DE LA DIRECTION</i>	
<p>I submit, for tabling in Parliament, the 2003-2004 Report on Plans and Priorities (RPP) for <u>the National Parole Board</u></p> <p>This document has been prepared based on the reporting principles and disclosure requirements contained in the <i>Guide to the preparation of the 2003-2004 Report on Plans and Priorities</i>:</p> <ul style="list-style-type: none"> • It accurately portrays the plans and priorities of the organization. • The planned spending information in this document is consistent with the directions provided in the Minister of Finance's Budget and by TBS. • Is comprehensive and accurate. • Is based on sound underlying departmental information and management systems. <p>The reporting structure on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.</p>	<p>Je soumetts, en vue de son dépôt au Parlement, le Rapport sur les plans et les priorités (RPP) de 2003-2004 de <u>la Commission nationale des libérations conditionnelles</u></p> <p>Le document a été préparé conformément aux principes de présentation et aux exigences de déclaration énoncées dans les <i>Lignes directrices pour la préparation du Rapport sur les plans et les priorités de 2003-2004</i>:</p> <ul style="list-style-type: none"> • Décrivent fidèlement les mandats, priorités, stratégies et résultats escomptés de l'organisation. • Les données sur les dépenses prévues qu'il renferme respectent les consignes données dans le budget du ministre des Finances et par le SCT. • Sont complets et exacts. • Sont fondés sur de bons systèmes d'information et de gestion sous-jacents. <p>La structure de rapport sur laquelle se fonde le présent document a été approuvée par les ministres du Conseil du Trésor et constitue la base de l'imputabilité des résultats atteints avec les ressources et les pouvoirs fournis.</p>
<p>_____</p> <p>D. Ian Glen, Q.C.</p> <p>Date: _____</p>	

Section 2: The Accountability Framework

2.1 Mission and Values

The National Parole Board, as part of the criminal justice system, makes independent, quality conditional release and pardon decisions and clemency recommendations. The Board contributes to the protection of society by facilitating, as appropriate, the timely integration of offenders as law-abiding citizens.

The Mission establishes four core values:

- *dedication to the attainment of a just, peaceful and safe society;*
- *respect for the dignity of individuals and the rights of all members of society;*
- *commitment to openness, integrity and accountability; and*
- *belief that qualified and motivated individuals are essential to achieving the Mission.*

2.2 Mandate

The National Parole Board is an independent administrative tribunal responsible for making decisions about the timing and conditions of release of offenders to the community on various forms of conditional release. The Board also makes pardon decisions, and recommendations respecting clemency through the Royal Prerogative of Mercy (RPM).

Legislation governing the Board includes the *Corrections and Conditional Release Act (CCRA)*, the *Criminal Records Act (CRA)*, and the *Criminal Code*. The *CCRA* empowers the Board to make conditional release decisions for federal offenders and offenders in provinces and territories without their own parole boards. Provincial boards exist in Quebec, Ontario, and British Columbia. The *CRA* authorizes the Board to grant or revoke pardons for convictions under federal acts or regulations. The Governor General or the Governor in Council approves the use of the RPM for those convicted for a federal offence, following investigations by the Board, and recommendations from the Solicitor General of Canada.

2.3 Structure for Program Delivery

The Board carries out its work through a network of regional offices and the national office in Ottawa. The national office is responsible for clemency recommendations and pardon decisions and related policies. It is also responsible for a range of activities related to conditional release, including case audits, investigations, appeal decisions, policy development, and Board member training. As well, the national office provides leadership for planning, resource management, communications, evaluation and corporate services.

Conditional release decisions are made by Board members in the regions. Board members are supported by staff who schedule hearings, provide access to information for decision-making, ensure sharing of information with the offender, provide policy advice, and communicate conditional release decisions to the offender, the Correctional Service of Canada, and others. Regional staff also provide information for victims, make arrangements for observers at NPB hearings, and manage requests for access to the Board's decision registry.

2.4 Partnership for Program Delivery

Partnership is integral to effective NPB operations. For conditional release, CSC collects information and prepares cases for NPB review and decision-making. If the Board grants release, CSC supervises offenders in the community, and provides information to the Board regarding changes in the level of risk presented by offenders under supervision. In a similar manner, the RCMP and other police services provide information for NPB decision-making for pardons under the *Criminal Records Act*. The Board shares responsibility and accountability for "outcomes" with other organizations in the justice sector and, of course the offender and his or her family. Partnership, however, extends beyond operational support. As a professional organization, the Board works in partnership with diverse groups, (national and international), to share best practices, identify issues and concerns, and stimulate improvement.

2.5 Departmental Planned Spending

(Millions)	Forecast Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006
Conditional Release	24.8	26.8	26.5	25.0
Pardons And Clemency	1.5	1.8	1.8	1.8
Corporate Management	4.2	4.7	4.6	4.7
Budgetary Main Estimates (gross)	30.5	33.3	32.9	31.5
Non-Budgetary Main Estimates (gross)	--	--	--	--
Less: Respendable revenue	--	--	--	--
Total Main Estimates	30.5	33.3	32.9	31.5
Adjustments	5.4	--	--	--
Net Planned Spending	35.9	33.3	32.9	31.5
Less: Non-Respendable revenue	0.8	0.8	0.8	0.8
Plus: Cost of services received without charge	3.8	4.0	4.0	3.9
Net Cost of Program	38.9	36.5	36.1	34.6
Full Time Equivalents	377	394	394	394

Multi-year trends illustrate a decline in planned spending as a result of the anticipated termination of resources for initiatives such as the Conditional Release System, and enhanced program evaluation.

Section 3: The Strategic Framework - Planning Overview

The National Parole Board is largely funded through operating expenditures and authority to spend revenue received during the year. The Board works in a complex and challenging environment, requiring effective support for government priorities, effective response to pressures within the justice system and from communities across the country, and effective measures for innovation and improvement to meet emerging management challenges.

3.1 External Factors

Government Priorities: Successive Speeches From The Throne have established a broad federal agenda for safe and healthy communities, and for inclusion of all citizens in Canadian society. The Board will continue several initiatives to support this agenda, including:

- effective corrections with its focus on Aboriginal issues and the growing diversity in the offender population and the community;
- integrated justice information, including work to develop a conditional release system to support quality decision-making;
- citizen engagement to support public discussion of parole and related matters; and
- support for the national drug strategy by producing better information on substance abuse and risk of reoffending.

The federal government has also made a strong commitment to good governance and quality service to clients through aggressive service improvement initiatives. Strategies for service improvement (to which the Board is fully committed) include: government on line (GOL), a broad effort to provide on-line access for Canadians to government information and services; and modern comptrollership which will promote greater effectiveness and accountability throughout government.

Legislative Initiatives: The Standing Committee on Justice and Human Rights reviewed the *Corrections and Conditional Release Act* and produced a report which made 53 recommendations with important implications for corrections and conditional release in Canada. The government response endorsed 46 of 53 recommendations and called for concrete action to address the concerns of the Committee. The Board remains committed to working with its partners to support progress in this area.

Victims of Crime: There is growing recognition of the need for the justice system to provide better information and assistance for victims. This need has been identified frequently by victims and victim organizations, and reinforced on several occasions by the Standing Committee on Justice and Human Rights. This area is a high priority for NPB.

Public Attitudes and Concerns: Fear of crime and concerns for safety persist. Canadians continue to call for concerted action by government to enhance public safety, prevent crime, and address the needs of victims. There is also continued pressure for greater effectiveness in assessing the risk of re-offending, particularly for offenders with a history of violent or sexual offences. In this context, public debate of parole is often set against a backdrop of high profile media coverage of tragic incidents in the community, accompanied by frequent calls for more punitive approaches to crime, and more limited access to parole.

Aboriginal Peoples: The over-representation of Aboriginal people in the justice system has reached crisis proportions. Recent Speeches From The Throne have recognized the seriousness of this situation, and called on federal departments to respond. As a small agency with responsibilities at the "back-end" of justice system, the Board has limited capacity to influence Aboriginal over-representation in the system. The Board can, however, work with Aboriginal offenders and Aboriginal communities to develop policies, training and decision processes which respect Aboriginal culture and traditions, and which support the safe reintegration of Aboriginal offenders in the community.

3.2 Internal Factors

Workloads: The Board continues to experience heavy and complex workload demands, as demonstrated by the increasingly violent offence profile of federal offenders, growing involvement with victims of crime, and high application volumes for pardons. The Board must also respond to numerous management improvement initiatives such as the Financial Information Strategy, modern comptrollership, and program evaluation. Collectively, these pressures create significant challenges for the Board, demanding rigorous review of priorities and effective resource allocation.

Information Management and Technology: Quality information is essential for quality decision-making. Productive use of technology is critical for the collection and transfer of quality information. The Board faces a constant challenge in identifying the resources to develop and refine information systems, and provide ongoing maintenance and support. Information initiatives such as GOL introduce new demands for the organization, and create the need for innovative approaches to manage the information technology enterprise.

Human Resource Management: More than 35% of NPB staff are 50 years or older, with the potential for significant numbers of departures over the next five years. Replacement of these employees may prove difficult. The Board has lower classification levels than many organizations, and more limited opportunities for advancement. To add complexity to the human resource challenge, NPB must maintain a work force profile which reflects Canadian diversity.

3.3 The Vision

In the late 1990's, the Board recognized the dynamic nature of its environment, and the need for continuous improvement in public safety and public service. In this context, the Board developed its Vision For The Year 2000 And Beyond. The Vision positions the Board to meet ongoing and emerging challenges. The Vision sets a course for continuous improvement based on:

- a modern, relevant legislative framework;
- better risk assessment and better decision-making;
- more inclusive processes for victims of crime;
- more effective response to the needs of Aboriginal offenders and Aboriginal communities;
- greater understanding of, and response to Canadian diversity;
- more effective public information to build understanding of conditional release as a strategy for public safety;
- better partnership with the community to support effective conditional release;
- more timely and effective processing of pardon applications; and
- a resource strategy which sustains effective operations and continuous improvement.

3.4 Strategic Outcomes

Consistent with its Mission and Vision, the Board has established four strategic outcomes:

- quality decisions for conditional release-decisions which contribute to long-term community protection through the safe reintegration of offenders;
- open, accountable, and accessible decision processes for conditional release;
- quality decisions for pardons-decisions which contribute to long-term community safety and provide timely service for pardon applicants; and
- a modern management agenda which positions the Board for organizational improvement and quality service for Canadians.

Overview of Expenditures by Strategic Outcome 2003/04				
Quality Conditional Release Decision-Making	Open and Accountable Decision Processes	Quality Pardons Decision-Making	Modern Management Agenda	Total
\$ 27,170,000	\$ 3,002,000	\$ 2,180,000	\$ 930,000	\$ 33,282,000
306 FTE	48 FTE	32 FTE	8 FTE	394 FTE

Section 4: Plans and Priorities by Strategic Outcome

This section provides information on NPB plans and priorities, by strategic outcome. It begins with summary information, and then provides details, including planned activities and costs.

4.1 Summary Information

Strategic Outcomes	Priorities
<p>1. Quality decisions for conditional release- decisions which contribute to long-term community protection through the safe reintegration of offenders.</p>	<ul style="list-style-type: none"> ▪ Effective management of statutory responsibilities. ▪ Continued support for the review of the CCRA. ▪ Continued work on "Effective Corrections", with a focus on Aboriginal issues. ▪ Continued development of the Conditional Release System. ▪ Expansion of the quality conditional release initiative. ▪ Preliminary work to support the national drug strategy.
<p>2. Open, accountable and accessible decision processes for conditional release.</p>	<ul style="list-style-type: none"> ▪ Effective management of statutory responsibilities (victims, observers at hearings, the decision registry, investigations). ▪ Continued measures to allow victims to speak at hearings. ▪ Exploration of additional efforts to meet the needs of victims. ▪ Continuation of NPB's citizen engagement strategy. ▪ Continued efforts to address growing diversity in the offender population and the community. ▪ Support for implementation of the federal Accord With The Voluntary Sector.
<p>3. Quality decisions for pardons- decisions which contribute to public safety and provide timely service for applicants.</p>	<ul style="list-style-type: none"> ▪ Effective management of statutory responsibilities. ▪ Measures to improve process efficiency for pardons.
<p>4. Development of a modern management agenda which positions the Board for organizational improvement and quality service for Canadians.</p>	<ul style="list-style-type: none"> ▪ Continued efforts for modern comptrollership. ▪ Continued development of an information and technology strategy which provides optimum support for program delivery. ▪ Continued development of an effective human resource strategy.

4.2 Detailed Reporting

NPB's plans and priorities are inextricably linked with its Vision. The Vision shapes and stimulates continuous improvement in NPB policy, training, and operations, and links planning and performance reporting to the concepts of public safety and public service.

4.3 Quality Decisions for Conditional Release

Strategic Outcome 1 - Quality decisions for conditional release-decisions which contribute to long-term community protection through the safe reintegration of offenders.

Protection of society is the paramount consideration in all conditional release decisions. These decisions are made using relevant, available information and careful assessment of risk. In this context, the Board should be, and is judged on the outcomes of its decisions to release offenders to the community, particularly on parole. Performance data indicate positive results for parole decision-making. More than nine of every ten parole releases do not result in a new offence, and 99 of every 100 releases do not result in a new violent offence. Long-term follow-up indicates that offenders who reach the end of their sentence on full parole tend not to return to a federal penitentiary. In fact, about 90% of offenders who completed their sentence on full parole had not returned to a federal institution 10 years after their initial release.

These data suggest positive results, but public safety is an area where continuous improvement must be the rule of the day. The tragic consequences of crime for victims and the community demand that the Board strive constantly to enhance risk assessment and decision-making. Plans and priorities focus squarely on measures to enhance quality in decision-making.

Total Planned Spending 2003-04

Program Delivery	\$ 24,000,000
Corporate Services	<u>\$ 3,170,000</u>
Total	\$ 27,170,000
Planned FTE	306

Strategic Outcome - Quality decisions for conditional release - decisions which contribute to long-term community protection through the safe reintegration of offenders.

Vision Statements - Long-term Results

- The Board is, and is perceived to be, a world leader in quality decision-making, working constantly to improve its ability to identify from an increasingly diverse offender population, those offenders who will succeed in the community. Recidivism, particularly violent recidivism, continues to decline.
- The Board works within an enabling legislative framework which allows it to apply its expertise in quality decision-making to the full extent. Quality, case specific risk assessment, and risk management based on the results of research, and enhanced community supervision ensure timely and safe reintegration of offenders.
- The Board selects highly qualified people as candidates for appointment as Board members and as staff – people who are knowledgeable about, and committed to the safe reintegration of offenders. Excellence is sustained through continuous learning and effective succession planning, as well as entrenchment of the Board member appointment process in law.
- The Board, in partnership with communities, develops innovative models for parole decision-making and related activities which address the unique needs and circumstances of Aboriginal offenders, and the role of Aboriginal communities in the safe reintegration of these offenders.
- The Board derives maximum benefit from information technology and integrated justice information systems. The quality and timeliness of case preparation and information for decision-making meets NPB standards in all circumstances.

Priorities	Planned Activities	Resources (\$000)				
		2000-01	2001-02	2002-03	2003-04	2004-05
<ul style="list-style-type: none"> • Effective management of statutory responsibilities. 	<ul style="list-style-type: none"> • Preparation for, and completion of 20,000 to 25,000 conditional release reviews, including reviews for provincial offenders which generate costs in excess of \$ 1 million annually. 	19,000	19,000	22,055	24,900	24,550

Priorities	Planned Activities	Resources (\$000)				
		2000-01	2001-02	2002-03	2003-04	2004-05
<ul style="list-style-type: none"> Effective support for the CCRA review. 	<ul style="list-style-type: none"> Policy analysis to support discussion of proposals for legislative change. 	100	250	150	100	-
	<ul style="list-style-type: none"> Implementation of measures to support legislative reform, if necessary. 				TBD	TBD
<ul style="list-style-type: none"> Continued support for Effective Corrections (measures to address the needs and circumstances of Aboriginal offenders and communities). 	<ul style="list-style-type: none"> Enhancement of policies, and training related to Aboriginal offenders, outreach to Aboriginal communities, expansion of the use of assisted hearings. 	275	280	490	490	490
	<ul style="list-style-type: none"> Provision of parole and related services for offenders from the Nunavut Territory. 	80	80	80	80	80
	<ul style="list-style-type: none"> Partnership to help create the community infrastructure necessary for the safe reintegration of Aboriginal offenders. 	-	-	100	100	100
	<ul style="list-style-type: none"> Evaluation of the impacts and effects of the Effective Corrections initiative (Aboriginal issues). 			100	100	-
<ul style="list-style-type: none"> Development of the Conditional Release System in tandem with work to renew CSC's Offender Management System. This will support better information sharing across NPB and CSC and throughout the justice system. 	<ul style="list-style-type: none"> Streamlining NPB operations, reviewing and redesigning system components, delivery of training in support of implementation of new CRS, implementation of new system. 	723	2100	1250	400	-
	<ul style="list-style-type: none"> Consideration of scenarios for continued development and delivery of CRS. 	-	-	50	150	TBD
	<ul style="list-style-type: none"> Support for the Integrated Justice Information Initiative to ensure that CRS and other NPB systems have the links necessary for effective information sharing with partners. 	100	100	100	150	5
<ul style="list-style-type: none"> TBD - To be determined. 						

Priorities	Planned Activities	Resources (\$000)				
		2000-01	2001-02	2002-03	2003-04	2004-05
<ul style="list-style-type: none"> Expansion of NPB's initiative for quality in conditional release: <ul style="list-style-type: none"> - quality Board members/staff; - quality decision processes; and - quality decisions. 	<ul style="list-style-type: none"> Building a clear understanding of "quality" in conditional release (internal and external). 	-	-	50	200	-
	<ul style="list-style-type: none"> Enhanced recruitment of Board members and staff. 	-	-	100	200	200
	<ul style="list-style-type: none"> Review of training to ensure that it reflects the latest information on risk and related factors. 			50	100	100
	<ul style="list-style-type: none"> Examination of decision models to identify approaches which yield quality information for decision-making. 			50	200	100
<ul style="list-style-type: none"> Preliminary work to support the federal drug strategy. 	<ul style="list-style-type: none"> Collection and integration of information on substance abuse and risk for policy and training. 	-	-	25	TBD	TBD
<ul style="list-style-type: none"> TBD - To be determined. 						

4.4 Open And Accountable Decision Processes

Strategic Outcome 2: Open, accountable and accessible decision processes for conditional release.

The CCRA emphasizes openness and accountability through provisions which recognize the information needs of victims, permit interested parties to attend NPB hearings, and allow access by the public to NPB decisions through a registry of decisions. Another key aspect of openness and accountability, as set out in the law, involves the investigation of serious incidents in the community and the effective dissemination of the findings of these investigations within the Board and to interested parties. The Act also calls for the Board to provide an effective program of public information. In recent years, public information efforts have taken on greater complexity as the Board has had to deal with growing diversity in the offender population and the community, and calls for new approaches such as citizen engagement which provides Canadians with a "voice" in discussion of issues with important implications for their families, their homes, and their communities.

The importance of openness and accountability was emphasized in the report of the Standing Committee on Justice and Human Rights for the CCRA review which called for more inclusive processes for victims of crime, and enhanced strategies for citizen engagement. In July 2001, NPB introduced measures to allow victims to read statements at its hearings. The Board will continue this approach, along with measures to create effective structures in NPB and CSC for dealing with the information needs of victims.

Total Planned Spending	
Program Delivery	\$ 2,600,000
Corporate Services	<u>\$ 402,000</u>
Total	\$ 3,002,000
Planned FTE	48

Strategic Outcome - Open, accountable, and accessible decision processes for conditional release.

Vision Statements - Long-term Results

- The Board is, and is perceived to be open and fair, respecting the duty to act fairly and the unique needs and circumstances of diverse groups in its decision policies and processes.
- The Board is, and is perceived to be, a community board, representing and being representative of diverse communities and their concerns, including the concerns of women, ethnic minorities, the elderly and youth. Public understanding of, and confidence in conditional release is high.
- The Board forges new community partnerships, creating a network of citizen spokespersons for conditional release and safe reintegration of offenders. Information sharing and public consultation characterize all aspects of the Board’s work.
- The Board develops innovative decision processes which meet the needs of victims and recognize the value of restorative approaches, with their emphasis on inclusiveness for victims, offenders and their respective families, and the community.
- The Board works effectively with its key partners, including CSC, the voluntary sector, community groups, and other levels of government to promote an effective criminal justice system focused on a common goal of protection of society, and characterized by balanced systems and processes.

Priorities	Planned Activities	Resources (\$000)				
		2000-01	2001-02	2002-03	2003-04	2004-05
• Effective management of statutory responsibilities.	• Response to annual workloads involving about 15, 000 contacts with victims, 1,100 observers at hearings, and 4,000 requests for access to the decision registry, and investigations of tragic incidents.	800	800	1,460	1,542	1,542
	• Continued implementation of measures to allow victims to read statements at NPB hearings.	-	350	400	500	TBD

Priorities	Planned Activities	Resources (\$000)				
		2000-01	2001-02	2002-03	2003-04	2004-05
	<ul style="list-style-type: none"> Review, with CSC of measures to enhance provision of information to victims regionally and nationally. 	100	100	120	120	TBD
<ul style="list-style-type: none"> Continued development and implementation of the Board's strategic framework for citizen engagement. 	<ul style="list-style-type: none"> Expansion of the strategy to include rural, Aboriginal and ethnically diverse communities. The strategy provides: <ul style="list-style-type: none"> timely, relevant public information; opportunities for meaningful public discussion of parole related matters; partnership building with communities. 	275	270	270	200	200
<ul style="list-style-type: none"> Continued action to address the growing diversity in the offender population and the community. 	<ul style="list-style-type: none"> Implementation of a range of measures to address issues of diversity including: <ul style="list-style-type: none"> recruitment strategies to ensure staff and Board members are representative of communities served by the Board; policies, training, and decision models which respect culture, ethnicity, etc. 			100	100	100
		260	240	420	410	410
<ul style="list-style-type: none"> Continued examination of restorative justice in the context of parole decision-making. 	<ul style="list-style-type: none"> Review of policy implications of restorative justice for parole, consultation with partners, stakeholders on restorative justice. 	50	100	100	50	50
<ul style="list-style-type: none"> Support for effective action to implement the federal Accord With The Voluntary Sector. 	<ul style="list-style-type: none"> Consultations within the Board, with key partners and with the community regarding implementation of the Accord. Development of an NPB action plan for implementation of the Accord. 	-	-	50	50	-
					50	100
<ul style="list-style-type: none"> TBD- To be determined. 						

4.5 Quality Decisions for Pardons

Strategic Outcome 3 - Quality decisions for pardons - decisions which contribute to long-term community safety and provide timely service for pardon applicants.

A pardon is a formal attempt to remove the stigma of a criminal record for people found guilty of a federal offence who, after satisfying their sentence and a specific waiting period, have shown themselves to be responsible citizens. A pardon is, therefore, a means to facilitate safe reintegration in the community.

The pardons program receives 20,000 to 25,000 applications for processing annually. In recent years, application volumes have exceeded process capacity. As a result, the average processing time increased considerably, and the quality of service to clients declined sharply. Improving service quality is the top priority for the Board. Important elements of work to improve service quality will involve process streamlining and innovation in the use of technology.

Total Planned Spending	
Program Delivery	\$ 1,780,000
Corporate Services	<u>\$ 400,000</u>
Total	\$ 2,180,000
Planned FTE	32

Strategic Outcome- Quality decisions for pardons - decisions which contribute to long-term community safety and provide timely service for applicants

Vision Statements -Long-term Results

- The Board processes most pardon applications within weeks. There is widespread public recognition of a pardon as a long-term indicator of rehabilitation, and pardon recipients receive greater benefit for fees paid, in terms of the level of service provided, and in wider public recognition of the value of a pardon.

Priorities	Planned Activities	Ressources (\$000)				
		2000-01	2001-02	2002-03	2003-04	2004-05
• Effective management of statutory responsibilities related to pardons.	• Effective response to 20,000 to 25,000 pardon applications annually.	2,000	2,200	2,400	1,930	1,930
• Measures to improve the timeliness for processing of pardon applications.	• Review of processes, development of plans for continued innovations in the use of technology for efficient work processing.	500	200	350	200	200
	• Development of a long-term plan to enhance service quality, including review of revenue management and the legislative framework for pardons.	-	-	-	50	TBD
• TBD- To be determined.						

4.6 The Modern Management Agenda

Strategic Outcome 4 - A modern management agenda which positions the Board for organizational improvement and quality service for Canadians.

Increasingly, federal departments and agencies are being called upon to pursue modern management practices which break down barriers to effective operations, and support cooperative efforts with a wide array of partners and stakeholders. They are being called upon to employ a range of tools and technologies which focus on quality service, including a citizen focus, results, and responsible spending.

Total Planned Spending	
Program Delivery	\$ 791,000
Corporate Services	\$ 139,000
Total	<u>\$ 930,000</u>
Planned FTE	8

Modernization of Comptrollership: is an underlying principle of modern management. Through this initiative, departments are expected to stimulate continuous improvement, greater effectiveness and accountability.

The Board has been involved in modern comptrollership for about 18 months. Work to date has concentrated on assessment of capacity and identification of priorities for improvement in key areas of management, along with action plans to respond to these priorities. In coming years, emphasis will shift to implementation, with a focus on using modern comptrollership as a catalyst for:

- restoring the Board to its position as an employer of choice by enhancing its capacity to recruit and retain qualified employees;
- developing an effective information management and technology strategy which provides maximum benefit for business line delivery and resource management;
- providing the necessary tools, training, equipment and facilities to enable NPB employees to work in a positive and professional environment; and
- integration of planning, resource management, and performance reporting with emphasis on linking program and financial information and establishment of an integrated risk management framework for NPB.

Government on Line (GOL): is also a fundamental element of "Service For Canadians" and NPB's modern management agenda. The key challenge for the Board remains the development of a meaningful approach for GOL within the very limited resources available. In this context, the Board will continue to focus its GOL priorities on the provision of information. People who contact the Board have indicated that quality, timely information is the product that they most value from NPB.

Strategic Outcome- A modern management agenda which positions the Board for organizational improvement and quality service for Canadians

Vision Statements - Long-term Results

- The Board is resourced to need. Resource levels must provide sufficient flexibility to address workload growth, new government priorities, continuous learning, technological advancement and innovation.
- The Board derives maximum benefit from information technology and integrated justice information systems. The quality and timelines of case preparation and information for decision making meets NPB standards in all circumstances.

Priorities	Planned Activities	Resources (\$000)				
		2000-01	2001-02	2002-03	2003-04	2004-05
Modern Comptrollership.	<ul style="list-style-type: none"> • Modern Comptrollership office. 	-	145	160	160	160
<ul style="list-style-type: none"> • Restoring NPB as an employer of choice. 	<ul style="list-style-type: none"> • Review of organizational roles, structure and classification regime. 	-	-	70	70	
	<ul style="list-style-type: none"> • Implementation of an appropriate classification regime. 	-	-	-	TBD	TBD
	<ul style="list-style-type: none"> • Implementation of succession plans and recruitment strategies which address ageing in the work force and key aspects of Canadian diversity. 	-	-	-	150	250
<ul style="list-style-type: none"> • Developing an effective information management and technology strategy (IM/IT) for the Board. 	<ul style="list-style-type: none"> • Identification of scenarios to ensure that NPB has access to the necessary IM/IT services and support, including the appropriate platform for CRS and other systems. 	-	-	50	50	-
<ul style="list-style-type: none"> • TBD- To be determined. 						

Priorities	Planned Activities	Resources (\$000)				
		2000-01	2001-02	2002-03	2003-04	004-05
	<ul style="list-style-type: none"> Development and implementation of a business case for most appropriate scenario for IM/IT. 	-	-	-	TBD	TBD
	<ul style="list-style-type: none"> Development of an information management plan to address NPB needs in the short and long term. 		-	50	200	200
<ul style="list-style-type: none"> Providing the necessary tools, training, equipment and facilities to enable NPB employees to work in a positive and professional environment. 	<ul style="list-style-type: none"> Refinement of orientation, training and professional development to sustain continuous learning. 			-	50	100
	<ul style="list-style-type: none"> Development of a national accommodation plan to meet current and future needs. 			50	TBD	TBD
<ul style="list-style-type: none"> Enhancing the integration of planning, resource management and performance reporting. 	<ul style="list-style-type: none"> Development of a planning process which links environmental scanning, strategic and operational planning and resource allocation. 				50	50
	<ul style="list-style-type: none"> Development of a resource strategy which aligns NPB resource allocation and workloads, including appropriate models for service delivery for NPB. 				50	TBD
	<ul style="list-style-type: none"> Development of an integrated risk management framework for the Board which facilitates quality program delivery and effective management. 				100	50
<ul style="list-style-type: none"> TBD- To be determined. 						

Section 5: Organization

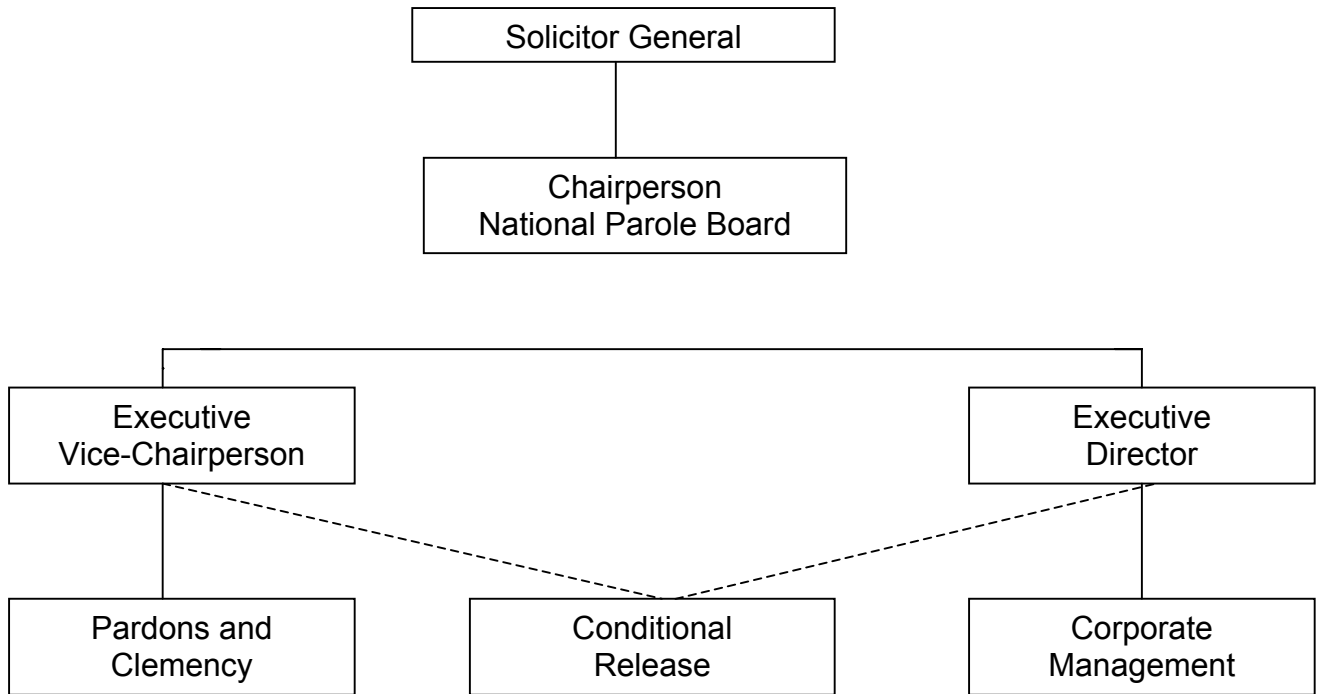
The National Parole Board is an agency within the Portfolio of the Solicitor General which also includes the Department of the Solicitor General, the Correctional Service of Canada, the Royal Canadian Mounted Police, the Canadian Security Intelligence Service, and several small review bodies. While the Board works as a partner within the Portfolio, it is unique in many ways. It is an independent administrative tribunal responsible for conditional release decisions for federal offenders and for provincial offenders in provinces and territories without their own parole boards, for pardons decisions, and for clemency recommendations. The Board, although governed by the CCRA, is independent in its decision-making responsibilities, free from all external influences.

5.1 Business Lines

The Board delivers its program through two business lines (conditional release, pardons and clemency) and a corporate management function:

- conditional release involves case review and quality decision-making; provision of support for decision-making; case audits and investigation of serious incidents in the community; provision of appropriate training to ensure professionalism in all aspects of decision-making; policy development to guide decision-making and operations; provision of information for victims and assistance for observers at NPB hearings and those who seek access to NPB's decision registry; public information strategies; and coordination of business line delivery within the Board and with key partners.
- pardons and clemency involve the review of pardon applications and the making of quality decisions to grant or deny pardons; provision of support for pardon decision-making; development of pardon and clemency policy; the collection of pardons revenue; development of recommendations for clemency; public information strategies; and coordination of the pardons and clemency business line within the Board and with key partners.
- corporate management involves the provision of a range of management policies and services (finance, human resource, information, strategic and operational planning) to support the conditional release, and pardons and clemency business lines, and to respond to central agency initiatives.

5.2 Business Line Accountability



5.3 Resource Relationship: Business Lines and Strategic Outcomes 2003-2004 (\$ 000)

Strategic Outcomes	Conditional Release	Pardons and Clemency	Corporate Management	Total
Quality Conditional Release Decision-Making	24,000	-	3,170	27,170
Open and Accountable Conditional Release Decision Process	2,600	-	402	3,002
Quality pardons decision making	-	1,780	400	2,180
Modern Management Agenda	230	6	694	930
Total	26,830	1,786	4,666	33,282

5.4 Financial Information

Table 1: Net Cost of Program for 2003-2004

(\$ millions)	Conditional Release	Clemency/Pardons	Corporate Management	Total
Net planned Spending	26.8	1.8	4.7	33.3
Plus:				
<i>Services Received without Charge Accommodation provided by Public Works and Government Services</i>	1.6	0.1	0.3	2.0
Contributions covering employees' share of insurance premiums and costs paid by TBS	1.5	0.1	0.2	1.8
Salary and associated cost of legal services provided by Justice Canada	0.2			0.2
Total Cost of Program	30.1	2.0	5.2	37.3
Less: Non-responsible Revenue	0.0	0.8	0.0	0.8
Net cost of Program 2002-2003	30.1	1.2	5.2	36.5

Table 2: Non-responsible Revenue

Non responsible Revenue (\$ millions)	Forecast Revenue 2002-03	Planned Revenue 2003-04	Planned Revenue 2004-05	Planned Revenue 2005-06
Clemency and Pardons	0.8	0.8	0.8	0.8
Total Non-responsible Revenue	0.8	0.8	0.8	0.8

5.5 Legislation Administered by the National Parole Board

The Minister has sole responsibility to Parliament for the following Acts:	
<i>Corrections and Conditional Release Act</i>	S.C. 1992, c.20, as amended by S.C. 1995, c.42, S.C. 1997, c.17 and its regulations
<i>Criminal Records Act</i>	
The Minister shares responsibility to Parliament for the following Acts:	
<i>Criminal Code</i>	R.S. 1985, c. C-47
<i>Prisons and Reformatories Act</i>	R.S. 1985, c. P-20
<i>Letters Patent constituting the Office of Governor General of Canada (1947)</i>	Canada Gazette, 1947, Part I, Vol. 81, p. 3104, reprinted in R.S. 1985, Appendix II, No. 31

5.6 Contacts

Office	Address
National Office	Director, Communications 410 Laurier Avenue West Ottawa ON K1A 0R1 Phone: (613) 954-6547 Fax: (613) 957-3241
Atlantic Region	Regional Director 1045 Main Street Unit 101 Monton NB E1C 1H1 Phone: (506) 851-6345 Fax: (506) 851-6926
Quebec Region	Regional Director 200 René-Lévesque Blvd. W. 10 th Floor, Suite 1001 - West Tower Montreal QC H2C 1X4 Phone: (514) 283-4584 Fax: (514) 283-5484
Ontario Region	Regional Director 516 O'Connor Drive Kingston ON K7P 1N3 Phone: (613) 634-3857 Fax: (613) 634-3861
Prairies Region	Regional Director 101-22 nd Street East 6 th Floor Saskatoon Sk S7K 0E1 Phone: (306) 975-4228 Fax: (306) 975-5892
Pacific Region	Regional Director 32315 South Fraser Way Room 305 Abbotsford BC V2T 1W6 Phone: (604) 870-2468 Fax: (604) 870-2498

The National Parole Board's internet site address is: <http://www.npb-cnlc.gc.ca/>