



Corporate Plan
2018-21

THE PAROLE BOARD FOR SCOTLAND



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Foreword

John Watt, Chairman,
Parole Board for Scotland

Thank you for reading our Corporate Plan. The main purpose of this document is, as you would expect, to be forward looking. However we will also comment on our performance against our last plan and as the Parole Board for Scotland celebrates its 50th birthday, I will reflect on how the Board has evolved in those 50 years.

It began as a body which was set up to advise the then Secretary of State for Scotland on the release of prisoners on parole licence. At that time it was the Secretary of State who made the decision. As time went by the relationship changed and the Board took on a decision-making rather than advisory role and by 1993 and the passing of the Prisoners and Criminal Proceedings (Scotland) Act 1993 the Board had developed into a judicial body which made decisions binding on Scottish Ministers.

The 1993 Act was amended over the years to cope with such matters as requirements following the introduction of Human Rights legislation in the late 1990's, and the introduction of Oral Hearings.

It is now well recognised that the Board is an independent judicial body and a court for parole purposes.

While the Board is not involved in the progression of prisoners it must, in its decisions, reflect the extent to which a prisoner has been rehabilitated and the consequences of that for community safety.

The Board considers a wide and complex range of information from different sources including the sentencing Judge, Scottish Courts Service, Scottish Prison Service, criminal justice social workers based in prisons and in communities, victims, psychiatric and psychological reports, Crown Office and Procurator Fiscal Service and, depending on the case, other sources.

The decision-making process is complex and involves an assessment of risk by the Board, which balances the rights of a prisoner who is considered to be safely manageable in the community against the risk of harm to specific individuals and the general public.

This involves the application of a number of different tests, some statutory and some not, depending on the nature of the sentence or the stage that the sentence has reached which may apply differently depending on the facts and circumstances of the case in hand.

The Board is also called upon to set licence conditions which restrict the freedom of released offenders but which also must not infringe the offenders Convention Rights or those, for example, of his or her family. The conditions must also protect the Convention Rights of communities and individuals, all of which entails a difficult balancing of rights and restrictions.

When set up, the Board was required to have a Chairman and a minimum of four Members. It is remarkable how the Board could have functioned with such numbers and at present, the Board has a Chairman and 45 Members from a range of backgrounds who deal with an ever more complex body of work. It also has the administrative support of Parole Scotland led by its Chief Executive.

The period covered by the previous three-year strategic plan has been very active. The Board has:

- further developed its corporate governance strategy
- refined the contents of dossiers¹
- looked at best practice, including the efficiency and effectiveness of different working models for the administration of parole hearings,
- established and developed a dedicated team to design and deliver training for Members
- established a dedicated team to review and keep up-to-date guidance materials available to Members
- commenced the move to full electronic working; and
- developed a peer review scheme to monitor and improve the performance of Members.

¹ The dossier is the set of reports and other relevant papers submitted to the Board by Scottish Ministers.

I look forward to the next 3 years which I expect will be as productive as the previous period with the need to embed the changes already made, adapt to the increased demands imposed by changes to automatic early release², further improve quality and timeous submission of dossiers and adjust to legislative change resulting from the Management of Offenders Bill introduced to Parliament in February 2018.

Crucially, the Board will have to study closely, with associated organisations, the role and position of victims in the parole process and the extent to which the process and decisions can be made more transparent to the public. The process should be as clear and understandable as it can be but always keeping in mind that certain aspects may have to remain confidential.

There are many imponderables and there will be unforeseeable issues however one thing I am very confident of, is that the Members of the Board and the staff of Parole Scotland will rise to the challenge and meet it with determination and commitment. I am deeply grateful to them all for their support and thank them in advance for their future support. I would also like to acknowledge the role of other organisations who contribute to public safety. Particularly the Scottish Prison Service who have a central role in offering opportunities to prisoners to reduce the risk of individuals whose cases we consider and criminal justice social workers, throughout Scotland, who work with Police Scotland and third sector organisations to monitor and manage community risk management plans and Parole Board licence conditions.

I am looking forward with relish to the continued development of the Board as an efficient judicial body and as a fully functioning court for the purposes of parole, recognising the rights of all who are affected by its work and balancing the rights of prisoners, victims and the public with a very clear focus on community safety.

² In February 2016 new legislation, Prisoners (Control of Release) (Scotland) Act 2015, ending the system of automatic early release from prison for long-term prisoners (sentenced to four years or more) came into effect.



Introduction

Colin Spivey, Chief Executive,
Parole Board for Scotland

The Parole Board plays a significant role in the Justice system in Scotland, balancing the benefits of offenders serving the latter part of their sentence in the community with the need to ensure, as far as possible, public safety. The Board achieves this through applying the experience and skills of Board Members, supported by a skilled team of staff.

Whilst we are independent from Scottish Ministers we do operate within the wider justice system and the Justice Vision and Priorities provides an important context for our work. We can draw direct and obvious links to how the work of the Board contributes to its' delivery.

In my two years as Chief Executive we have been through a significant staff restructuring exercise, bringing teams together and transferring our non-core tasks to other parts of the Scottish Administration. This has enabled us to focus more clearly on our responsibilities and to implement process improvements that are having a real impact on delivery.

Our staff survey results have improved significantly over this period and we have a motivated, professional and well trained staff team who are clear about our purpose and are committed to the success of our organisation.

We have updated and improved our corporate governance including clarifying the role of the management Board and introducing sub-committees to focus on Member training, guidance and research.

Most people are aware of the existence of parole, but we are aware that knowledge of what the Board actually does is not widespread, even amongst some professionals. We have made efforts to engage more proactively with the organisations that we work with to improve understanding.

We are now well placed to face the challenges that lie ahead. Some of these can be anticipated, such as the need to use technology more effectively, to ensure there is an appropriate level of transparency in our proceedings and to continue to develop our approach to the corporate governance of the Board. There will also be unanticipated challenges and this corporate plan will ensure that we have the resilience to address those challenges that arise.

Central to delivery of the plan will be the ongoing dedication and commitment of Members and staff. Without their hard work and expertise the Board would not be in the positive place we are now. I look forward to working with all of them as we enter our second half century.

OUR MISSION

A fair and efficient parole system with public protection at its heart.

OUR VISION

We will deliver our statutory functions to ensure that, for those eligible for release on parole, only prisoners whose risk can be safely managed may serve the remainder of their sentence in the community under the supervision of a social worker whilst subject to licence conditions.

In doing so, and in anticipation of legislative change that will reinforce the Board's status as an independent body, we will strive for excellence, openness and continuous improvement and learning in all that we do. In carrying out our functions we will respect all those with whom we work.

OUR STRATEGIC AIMS

Decision-making

Our decision-making will be rigorous, fair, defensible and independent. We will increase our understanding, and assessment, of risk and introduce a system of constructive Member peer review to monitor standards and promote quality, equality and consistency.

Our People

We will value and invest in our most valuable resource...our people. Parole Board Members bring a wide range of knowledge and expertise. We will continue to support their professional development ensuring they are familiar with the latest developments in offender risk. Parole Scotland staff can expect full support and attention to their career aspirations.

Administrative support

We will use improvement methodology to continuously and collaboratively test and improve our processes. Our focus will be on improving quality and efficiency, learning from any mistakes experienced, using performance indicators and auditing and refining our own practices.

Resources

We will use our resources efficiently and effectively to ensure best value to the public.

Working arrangements

We will systematically review the working arrangements of the Board to ensure they are fit for purpose and responsive to changing circumstances.

Technology

We will continue to explore and test options for using technology to improve our efficiency and effectiveness.

Raising awareness

We will seek opportunities to raise awareness of what we do and how we contribute to public safety within the wider Scottish Justice context with organisations within criminal justice and the public.

SUMMARY OF BOARD'S RESPONSIBILITIES

The Board is a Tribunal Non Departmental Public Body and a court for the purposes of parole.

In 2018 the Board will be celebrating its 50th anniversary. It is a judicial body that is independent of the Scottish Government and impartial in its duties. Its main aim is to ensure that those prisoners eligible for parole who are no longer regarded as presenting a risk to public safety may serve the remainder of their sentence in the community under the supervision of a social worker. It is not the responsibility of the Board to consider questions of punishment and general deterrence, the Board's focus is risk.

The Board has a number of statutory functions, largely set out under the Prisoners and Criminal Proceedings (Scotland) Act 1993.

The Board only grants release in cases it considers where the level and nature of risk are deemed to be manageable. This decision is informed by the evaluation of risk including examination of formal risk assessments.

The type of sentence imposed will determine both if, and at which point in the sentence, the Board will consider release and under what procedures the review will take place.

The Board's key responsibilities are set out in more detail at Annex B.

SIGNIFICANT CONTEXTUAL CHANGES

Ending of Automatic Early Release (AER)

In February 2016 new legislation, the Prisoners (Control of Release) (Scotland) Act 2015, ending the system of AER from prison for long-term prisoners (sentenced to four years or more) came into effect.

The change means no long-term prisoner in Scotland will be eligible for automatic release after two-thirds of their sentence and there will now be a mandatory period of supervision for the most serious offenders.

Where a long-term prisoner has additional court imposed supervision - an extended sentence - the reforms will mean they will not receive AER at any point in the custodial part of their sentence.

Where a long-term prisoner does not have any additional court imposed supervision, they will receive early release if still in custody with six months left on their sentence. This ensures a mandatory minimum period of licence condition supervision of six months will apply for all long-term prisoners.

The provisions will apply to long-term prisoners sentenced on, or after 1 February 2016. All long-term prisoners will continue to be considered for discretionary early release from the halfway point of sentence through consideration by the independent Parole Board.

We anticipate that this will lead to an increase in work for the Board as long-term prisoners who would have been automatically released at the two-thirds point of their sentence will now be considered for parole on an annual basis from the halfway point of their sentence until either their release on parole licence, or the end of the custodial part of their sentence (for extended sentence prisoners), or six months before their sentence end date (for determinate sentence prisoners).

We expect however that this anticipated increase in parole considerations will be partially offset by a decrease in the number of recall considerations. As prisoners are now automatically released at a later stage in their sentence there will be a shorter period in which they may breach the conditions of their licence, thus reducing the number of such cases. This would also result in a reduction in re-release considerations after recall.

It will take some time for the impact of the changes to become clear. The Board will continue to monitor this and will discuss any significant impact on resources with the Scottish Government sponsor team.

Oral Hearings – Implications of the Osborn case

The case of *Osborn and Booth v PB England and Wales and Reilly v PB Northern Ireland [2013] UKSC 61(Osborn)* brought with it a much more significant change than expected to the way in which the Board considered the need for an Oral Hearing (in terms of Rule 15A etc. of the Parole Board (Scotland) Rules 2001. The only way in which *Osborn* can be applied is to look at the facts and circumstances of each case and ask whether *Osborn* requires an Oral Hearing.

When considering casework dossiers, panels of the Board always consider the need for an Oral Hearing whether or not it is sought by the prisoner or their lawyer. Guidance has been issued to Members to assist them to establish whether or not to order such a hearing.

The Board has observed an increase in Oral Hearings since the *Osborn* judgement, although this has decreased somewhat from a peak after the judgement was made. The Board will continue to monitor the impact of *Osborn* and will discuss any significant impact on resources with the Scottish Government sponsor team.

Openness and accessibility

In 2017, the decision by the Parole Board for England and Wales to release on parole licence a high profile prisoner resulted in considerable press coverage and comment from politicians and other interested parties. Some concerns centred around the transparency and openness of the parole process in England and Wales.

As a result, the UK Justice Secretary announced a review of transparency in the process for parole decisions and how victims are appropriately engaged in that process, and to consider the case for changes in policy, practice or the Parole Board Rules, or other guidance or procedures including the Victims' Code.

Whilst the coverage of this case centered on the Parole Board for England and Wales there are clear parallels in relation to the openness and accessibility of our own processes.

The time is right for us to consider the extent to which our approach to these issues needs to be revised. We will be informed in this by discussions with the Scottish Government and organisations with whom we work, by the English review (in which we have offered to participate) and by international comparisons.

Increase in number of Members

For a number of years, the Board has operated with around 30 appointed Members. It has become apparent that this number does not provide the Board with sufficient resilience or flexibility around scheduling, particularly as some Members take on additional duties around training, guidance and governance responsibilities.

In 2017, the Scottish Ministers agreed that the number of Board Members should be increased to improve operational flexibility, to meet additional demand as a result of the *Osborn* judgement, changes to AER and to reflect additional governance and other responsibilities being undertaken by some Board Members.

A recruitment exercise was undertaken and in April 2018 Scottish Ministers approved the appointment of eight legal and nine general Members. It is anticipated that this will meet the needs of the Board for the immediate future but we will continue to monitor demand and plan for additional recruitment when required.

Management of Offenders (Scotland) Bill 2018

Scottish Ministers introduced the Management of Offenders Bill to Parliament in February 2018. This Bill contains provisions that will reinforce the independent status of the Board and make significant changes to its operation. Specifically, at introduction the Bill's provisions:

- restate the independence of the Parole Board in its decision-making functions and enshrine in legislation that decisions by the Parole Board continue to be made independently;
- allow the Scottish Ministers, by regulations, to authorise the Chair of the Parole Board to make administrative arrangements for the Board on matters such as governance arrangements, management committee and sub-committee composition, and the lines of accountability in budgetary and business matters;
- remove the requirement for the Parole Board membership to include a Lord Commissioner of Justiciary and a registered medical practitioner who is a psychiatrist;
- amend the term of office for Parole Board Members to bring them in line with other tribunals;
- change references to 'chairman' to 'chairperson';
- provide a statutory requirement for Parole Board reviews of certain sentences;
- for release after recall to prison the existing provision will be reworded from release being 'immediate' to allow for release 'without undue delay';
- introduce a six month time limit for prisoners recalled following a revocation of a Home Detention Curfew (licence) to make representations about that revocation; and
- remove the Scottish Ministers from the decision on whether long-term prisoners due for removal from the UK should be released. The Parole Board would make a binding recommendation to the Scottish Ministers on such a decision.

The Board was consulted on these provisions and, whilst the Board promoted the view that the legislation could go further in some areas, we are supportive of the changes being proposed.

OPERATING CONTEXT

Volumes

The total number of cases considered by the Board has remained relatively stable over the last three years at around 2,500. As noted elsewhere in this plan we anticipate that there will be a rise in the total number of cases considered over the coming years as a result of the ending of AER. This may be partially offset by a reduction in the number of recall and re-release considerations.

Type of activity	Number of activities		
	2014/2015	2015/2016	2016/2017
Life Sentence Prisoner Tribunals	320	366	375
Extended Sentence Tribunals	184	150	212
OLR ³ Tribunals	33	52	48
Oral Hearings	74	117	97
CWM ⁴ – Determinate for early release	472	502	459
CWM – Extended (custodial < 4 years) Licence Conditions only	50	54	40
CWM – Extended for early release	160	225	239
CWM – Life Prisoner – other considerations	21	24	23
CWM – Misc – NPL ⁵ ; C&YP ⁶ ; HDCs ⁷ ; STSOs ⁸	198	167	197
CWMs – Compassionate release	0	0	3
CWM – Breach	308	317	276
CWM – Re-release	275	203	265
CWM – Extended re-release	105	193	113
Tribunals – Postponed/adjourned	120	259	199

3 Order for Lifelong Restriction

4 Casework Meeting

5 Non Parole Licence

6 Children and Young People

7 Home Detention Curfew

8 Short Term Sex Offenders

Staffing structure

Members of the Board are supported by the staff of Parole Scotland – the Board's administrative team. The staff team are civil servants assigned from the Scottish Government but paid for from the Board's budget.

Staff are based in Saughton House Edinburgh and are split into casework and corporate services teams. Staff provide a secretariat service to the Board and are also responsible for corporate issues such as Corporate Governance, IT, Training, and the payment of Member's fees and expenses.

GOVERNANCE

In the absence of a statutory basis for corporate governance the Board has put in place the Parole Board Management Group (PBMG). The standing orders of PBMG set out the membership and responsibilities of PBMG. We expect the statutory basis for corporate governance to be strengthened by the Management of Offenders Bill.

The Board has a Memorandum of Understanding with the Scottish Government which sets out the responsibilities of the Chairman of the Board, the Chief Executive, Members of the Board and the Scottish Government sponsor team.

The Board has a strategic risk register. Consideration of the risk register is a standing item for meetings of the Parole Board Management Group.

All of these documents can be accessed on the Parole Board for Scotland's website.

PLANNED ACTIONS TO DELIVER STRATEGIC AIMS

This section sets out in broad terms the strategic direction of the Board over the next three years.

STRATEGIC AIMS

Decision-making

We will continue to ensure that the Board's decision-making is of the highest quality. We will do this by:

- Ensuring that Board Member recruitment includes a focus on decision-making skills, risk assessment and experience
- Ensuring that induction and ongoing training supports Members in their decision-making
- Identifying and where appropriate applying best practice in decision-making
- Ensuring that Members have access to high quality and up to date guidance.
- Implementing a Peer review scheme to enable Members to receive constructive feedback on performance

Our People

We will value and invest in our most valuable resource, our people. By working in collaboration with all staff and Members on the decisions and issues that affect them we will ensure fairness and equality of opportunity; a working environment that is safe, supportive, and encourages innovation and personal and career development.

We will do this by:

- Promoting a diverse and inclusive organisational environment
- Ensuring that staff and Members are involved in the decisions that affect them
- Ensuring that staff have access to opportunities that provide career and personal development

Administrative support

We will use improvement methodology to continuously and collaboratively test and improve our processes. Our focus will be on improving quality and efficiency, learning from mistakes, using performance indicators, and auditing and refining our own practices.

- Ensuring our processes are fully documented and subject to rigorous change control procedures
- Providing structured technical training for casework staff
- Applying quality improvement techniques to achieve increases in efficiency and effectiveness

Resources

We will use our resources efficiently and effectively to ensure best value to the public purse. We will do this by:

- Developing and recommending a more streamlined and transparent fee structure that rewards Members appropriately and is easily understood and administered while appropriately recognising individuals' contribution.
- Securing appropriate dedicated accommodation in or around Glasgow for use for Parole Board meetings, tribunals and hearings.

Working arrangements

We will systematically review our working arrangements to ensure that they are fit for purpose and responsive to changing circumstances. We will do this by:

- Systematically reviewing our processes and procedures including in response to feedback from Members and other organisations affected by our working arrangements
- Reviewing, and where appropriate, implementing changes to increase transparency and openness
- Ensuring that we have access to accessible and fit for purpose accommodation to carry out the Board's functions

Technology

We will continue to explore and test options for electronic working. We will do this by:

- Implementing electronic working for all Members subject only to exceptions for medical reasons
- Encourage the implementation of electronic transmission of dossiers to solicitors by SPS.
- Ensuring, in collaboration with others, that livelink facilities are available, reliable, fit for purpose, located in appropriate accommodation and equipped to enable tribunals and Oral Hearings to take place effectively.

Raising awareness

We will seek opportunities to raise awareness of what we do and how we contribute to the wider Scottish justice context with partners and the public. We will do this by:

- Redesigning and relaunching the Parole Board for Scotland website
- Celebrating the Parole Board's 50th anniversary in 2018
- Proactively engaging with organisations with whom we work to raise awareness by contributing to existing networks, communications, events and training, and developing new contacts.

IMPLEMENTATION, MONITORING AND REVIEW

The Board will produce annual business plans, which will detail the specific actions that will support the strategic direction set out in this Corporate Plan. The Business plans will be monitored and reviewed by the Parole Board Management Group. Progress against the business plans will be detailed in the Board's Annual Report.

PROGRESS AGAINST PREVIOUS CORPORATE PLAN

Our Corporate Plan for 2015-18 included a range of actions. The table below summarises progress against each of these actions:

Actions	Outcome
Dossiers have a consistent and easily followed format and contain all necessary reports appropriate to the type of case.	The dossier content has been agreed by all Members and has been in force for some time now. We will continue to consider ways in which the dossiers content can be improved by retaining information which is necessary, adding information where appropriate and removing information that is unnecessary including duplicated documents.
Reports in dossiers are of a high standard, contain all necessary information and are up-to-date.	Work is ongoing with report providers to improve the quality of reports received and a new post has been created to liaise with Members, staff and organisations we work with in relation to quality improvement.
Dossiers are made available to Members complete and on time.	Parole Scotland will not accept incomplete dossiers from Scottish Ministers. Complete dossiers will be provided to Parole Board Members within the agreed timescales for the relevant case type.
High quality standards will be set and met.	SPS and Parole Scotland are discussing a Memorandum of Understanding. This will form part of the Business Plan for 2018-19.
Quality control standards, in relation to both format and content of dossiers, are applied at the start of the delivery chain and maintained throughout.	Checks take place within SPS who have a three step verification process and dossiers are then checked by Team Leaders in PS to ensure all reports are within the dossier and are in date. Feedback is then provided to SPS. Quality improvement is an ongoing process and we will continue to strive to improve the quality of our processes.
Preliminary enquiries are made to ascertain: <ul style="list-style-type: none"> • that the prisoner, if unrepresented, is ready to proceed and is likely to remain ready to proceed • that if represented whether the lawyer is ready to proceed • if any problems need to be resolved to allow the hearing to proceed • that all necessary witnesses are available and ready to give evidence • that all necessary documentation is available for the hearing • whether any preliminary legal or procedural issues need to be resolved 	Guidance has been created and provided to staff on proactive case management and how this should be incorporated into day to day tasks to reduce the number of postponed and adjourned cases.

Actions	Outcome
<p>Continue to identify and develop clear roles and responsibilities for:</p> <ul style="list-style-type: none"> • parole staff • Board Members • the Chair of the Board and • the Chief Executive 	<p>A new Memorandum of Understanding between the Board and the Scottish Government was agreed in 2016. This clarified respective responsibilities to some extent. There remains a lack of clarity in legislation around corporate governance. It is hoped that provisions around parole in the Management of Offenders Bill introduced to Parliament in February 2018 will address this issue.</p>
<p>Continuously review and improve the content and delivery of training and development for Members and staff.</p>	<p>A Member training Group, reporting to the Parole Board Management Group has been established which identifies, commissions and evaluates Member training needs with support from Parole Scotland staff. In 2017 we introduced a comprehensive new induction programme for new Members. There has been an increased focus on staff training and a new post has been created with responsibility for technical training and quality improvement. Seven members of staff have completed a specialist paralegal diploma in criminal law.</p>
<p>Continuously review and improve guidance on all aspects of the work of the Board and the Executive and the most effective ways to store and access that guidance.</p>	<p>We have undertaken the first major review of Member Guidance since 2007. This has been completed by a Guidance Group which reports to the Parole Board Management Group.</p>
<p>Comply with all relevant victim legislation.</p>	<p>The Board has complied with the legislation under the Victim and Witnesses Act 2015. The performance and future service delivery of the Board, and other justice bodies, under this legislation is reported on annually and published on our website.</p>
<p>Ensure that qualifying victims, who want it, are able to have their legitimate views considered by a hearing.</p>	<p>The Board has fully engaged with the Victim Notification Scheme process, which allows Part 2 registered victims to submit their representations about release. These are then fully considered by the Board as part of their case deliberations.</p>
<p>Regularly review all staff, Members' and other costs and quickly take any necessary corrective action to stay within budget so long as that is within our control.</p>	<p>Financial monitoring is carried out on a continuous basis and reported monthly to the Scottish Government's Sponsor Team, and reported on quarterly to the Board's Management Group. This allows any corrective action to be taken to keep budget and expenditure under control.</p>

Actions	Outcome
Remove the need for weekly case work meetings and save the cost of those.	See below.
Deal with case work daily along with Tribunal work, on the same day.	The main drivers for this were efficiency and speed in dealing with the recall of offenders who were in the community on licence but whose risk may no longer be safely manageable in the community. The concept was tested over a period of months at various prisons but did not produce the results hoped-for. Essentially, the accommodation and facilities in prisons were not suitable. The section below sets out the alternative solution to the disposal of recall cases.
Establish an expectation, in the interests of public safety, to deal with breaches of licence within 24 hours.	A new model of considering breach cases was introduced in January 2018 that allows for consideration of recall to custody within 24 hours (1 working day) of receipt, Monday to Friday. This will be reviewed regularly to monitor its effectiveness in meeting this target.
Stop using paper dossiers and move to the use of e dossiers transmitted and stored electronically and considered on screen.	Whilst some progress has been made on this action, with some Members trialling electronic working, this remains an area we need to make more progress. The introduction of Electronic working will be a specific action in the Business Plan for 2018-19.
Consider Tribunal cases by live link with the relevant prison rather than at the prison, unless fairness dictates otherwise.	This consideration is built into the scheduling process and, after parties have had an opportunity to make representations, then cases will be considered by live link where reliable facilities exist.
Establish dedicated live link resources in the East and West to reduce wasted travel time and cost.	The Board's permanent office is based in Edinburgh and dedicated live link has been installed. Live link resources had been installed in Glasgow but the Scottish Government gave up the lease on the building. The Board is using another Scottish Government building in Glasgow but live link resources are shared with other occupiers and not suitable for the purposes of a judicial hearing. A more permanent and dedicated solution needs to be found and this will be a specific action in the Business Plan 2018-19.

Actions	Outcome
<p>Amalgamate the Executive and as much of the Unit as possible into an extended body to support the Parole Board.</p>	<p>The Parole Board Executive and the Parole Unit were amalgamated into a single support team – Parole Scotland – in October 2016. This involved the transfer of several tasks previously carried out by the Parole Unit on behalf of Scottish Ministers to SPS. A small number of residual tasks are still carried out by Parole Scotland staff and a specific action under the 2018-19 Business Plan will be to agree with the Scottish Government, where these tasks should be carried out and where appropriate transfer them.</p>
<p>Reorganise the resultant, combined body and move away from the present division of responsibilities and develop working methods which best support the new ways of working and builds firmer relationships with those who supply dossiers and reports.</p>	<p>Parole Scotland has been established with two teams – Casework and Corporate Services. There is a focus on process and quality improvement and building relationships with suppliers of dossiers and reports through regular meetings and engagement.</p>
<p>Provide dedicated training and support to equip the staff in the new body to ensure the high quality of dossiers and reports and the active management of Tribunals.</p>	<p>A dedicated training and improvement officer post was created in January 2018 to focus on technical training and quality improvement. A number of staff have successfully undertaken a paralegal diploma course in criminal law.</p>
<p>Develop the Parole Change Programme Board's involvement with a view to influencing decisions around:</p> <ul style="list-style-type: none"> • optimum quality interaction among agencies involved in the parole process • legislative change • alignment with similar judicial bodies • governance and management issues 	<p>To provide a stronger governance and accountability structure this has been reconstituted as the Parole Reform Programme Board.</p> <ul style="list-style-type: none"> • Work continues, in particular with SPS, criminal justice social work and police, to gain a better understanding of process and key points of involvement. • Parole provisions form part of the Management of Offenders Bill laid in Parliament in February 2018. • Aligning where practical, appropriate and proportionate, with other similar judicial bodies • A Scottish Government parole reform public consultation ran from July to October 2017. A clear message from the responses received was more clarity would be welcomed around the role of the Parole Board, its independence, and the accountability and governance structure of the Parole Board.

SUMMARY OF THE BOARD'S RESPONSIBILITIES

SENTENCE TYPE	AUTOMATIC EARLY RELEASE ⁹ ? (CONDITIONAL OR UNCONDITIONAL)	ROLE OF THE PAROLE BOARD FOR SCOTLAND (ALL CASEWORK UNLESS INDICATED)	SUBSEQUENT CONSIDERATIONS
Short-term determinate (sentence < 4 years).	Unconditional at ½ way point of sentence.	None.	N/A
Children and Young People (C&YP) (sentence < 4 years).	Conditional at ½ way point of sentence.	Make binding recommendation about release on licence at any time up to ½ way point of sentence. Consideration of recall and rerelease. Set or amend licence conditions. Board to consider if OH required for rerelease.	At Board discretion.
Children and Young People (C&YP) (sentence > 4 years).	Conditional at ⅔ point of sentence.	Make binding ¹⁰ recommendation about release on licence at any time up to ⅔ point. Consideration of recall and rerelease. Set or amend licence conditions. Board to consider if OH required for rerelease.	At Board discretion.
Short-term determinate (STSO) (sentence < 4 years).	Conditional at ½ way point of sentence).	Consideration of recall and rerelease (SMs set licence conditions). Board to consider if OH required for rerelease.	At Board discretion (recall cases only).
Long-term determinate (sentence > 4 years).	Conditional at ⅔ point of sentence.	Make binding recommendation about release on licence at ½ way point – PQD. Set or amend licence conditions. Consideration of recall and rerelease. Board to consider if OH required for rerelease.	Annually.

9 For offenders sentenced after 1 February 2016 automatic conditional release will be at six months before sentence end date for determinate cases only

10 For deportation cases, PBS recommendations are not currently binding – this only applies to persons being released at PQD and may change as a result of The Management of Offenders Bill introduced in early 2018. Life Sentence Prisoners and OLRs are not covered by section 9 P&CP(S)A 1993

SENTENCE TYPE	AUTOMATIC EARLY RELEASE? (CONDITIONAL OR UNCONDITIONAL)	ROLE OF THE PAROLE BOARD FOR SCOTLAND (ALL CASEWORK UNLESS INDICATED)	SUBSEQUENT CONSIDERATIONS
Extended (custodial part < 4 years) where total sentence is < 4 years SMs set licence conditions.	Conditional at halfway point of custodial part of sentence.	Set or amend licence conditions. Consideration of recall and re-release (a decision to re-release is a binding direction). For re-release a Tribunal is required if in extension period.	Annually.
Extended (custodial part > 4 years).	Conditional at two thirds point of custodial part of sentence. ¹¹	Make binding recommendation about release on licence at halfway point – PQD. Set or amend licence conditions. Consideration of recall and rerelease. (a decision to re-release is a binding direction). For re-release a Tribunal is required if in extension period.	At Board discretion. Prisoner cannot require SMs to refer to PB within 12 months.
Life	N/A	Make binding direction about release on licence at end of punishment part of sentence (Tribunal). Set, amend or terminate licence conditions. Consideration of recall and rerelease. For re-release a Tribunal is required.	Not more than two years.
Order for Lifelong Restriction (OLR).	N/A	Make binding direction about release on licence at end of punishment part of sentence (Tribunal). Set, amend or terminate licence conditions. Consideration of recall and rerelease. For re-release a Tribunal is required.	Not more than two years.
Home Detention Curfew.	N/A	To decide on appeals against refusal/ loss of Home Detention Curfew.	N/A



The Parole Board for Scotland
Saughton House
Broomhouse Drive
Edinburgh EH11 3XD

t. 0131 244 8373
f. 0131 244 6974

www.scottishparoleboard.gov.uk