

the
Parole
Board

working with others
to protect the public

**Parole Board Business Plan April 2019 - September 2020
& Strategy 2018 - 2020**

The Parole Board is an independent organisation that uses evidence to decide whether people can be safely released from prison and managed in the community.

The Parole Board makes these difficult decisions in a fair and balanced way to keep the public safe.

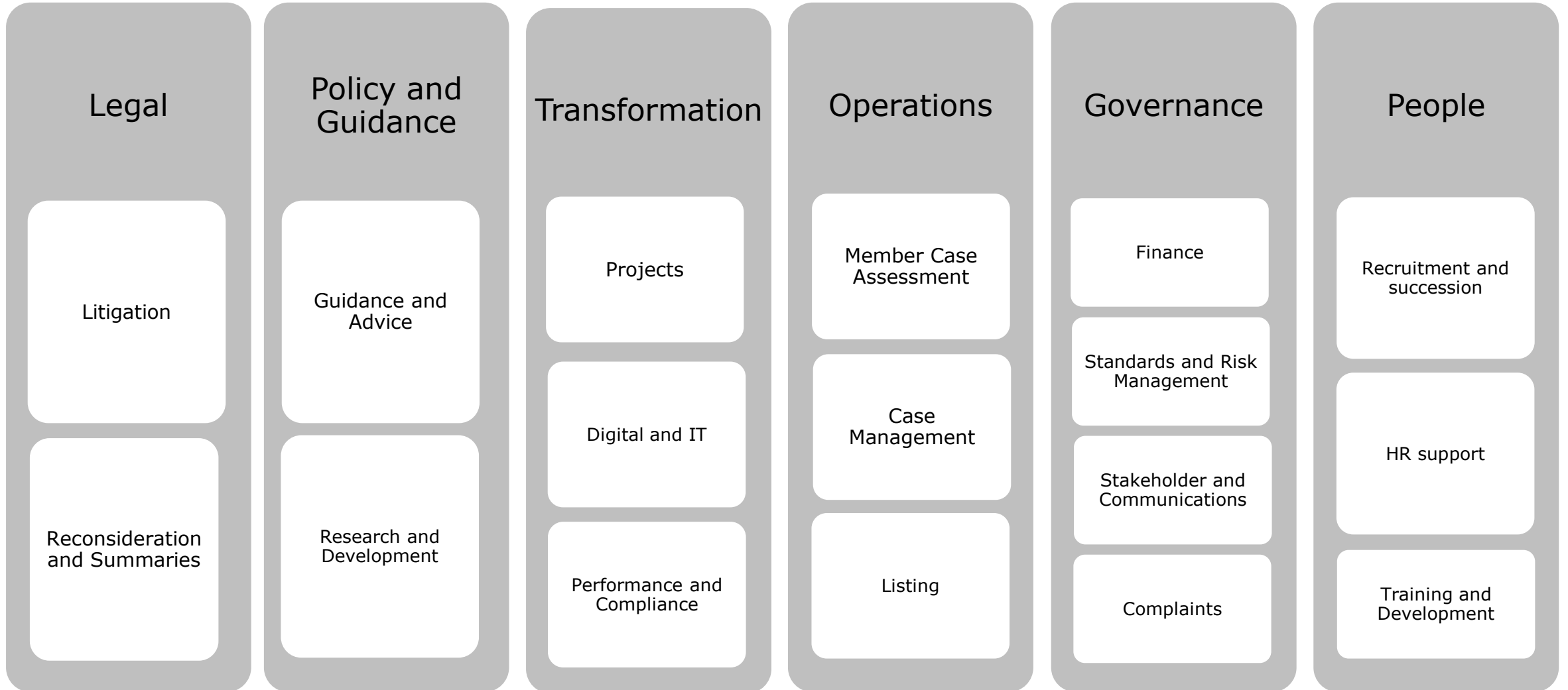
Our top priority is to **keep the public safe** by only releasing someone when it is safe to do so and we are satisfied that effective arrangements are in place.

We have 4 strategic aims that help us to achieve this:

1. We work **efficiently** by ensuring we make a fully informed decision based on all evidence available.
2. We are **independent** and make impartial, quality decisions.
3. We seek to be as **transparent and open** as possible, providing summaries of our decisions, publishing a list of our members and working to improve the public's understanding and awareness of our work.
4. We are always **striving to improve how we work**, conducting research, piloting new ideas and listening to people's views.

Functional Hubs

Our 240 decision makers are supported by our 120 Secretariat staff that are broken down into 5 functional hub. Tasks within the business plan are allocated to the relevant functional hub.



1. We work **efficiently** by ensuring we make a fully informed decision based on all evidence available.

We do this by:

- ensuring that all 25,000 cases heard per year are **processed in a timely manner**.
- working in an **inquisitorial way**, directing further information when necessary to ensure we make a fully informed decision based on all evidence available
- trial and implement new processes to **improve our processes** and performance
- regular **monitoring and improving of our performance** and outcomes through Key Performance Indicators.

What we want to achieve by Sept 2020:

- Continue to manage cases to ensure efficient throughput and prevent backlogs
- Look at ways to streamline and improve our processes to improve overall efficiency
- Make a sustained reduction in the deferral rate
- Continue to make progress on the remaining IPP cases where it is safe to do so
- The Parole Board's role in recall cases is proportionate
- Process for third party direction compliance

KPIs we will measure our success against:

- 700 cases are listed for oral hearings each month
- No more than 1200 GPP cases outstanding beyond their target date
- 100% of decisions are issued within 14 days of the oral hearing
- 95% of cases have a hearing date within 3 months of being made ready to list
- 70% of oral hearings conclude on the day
- Less than 10% of oral hearings defer on the day

Risks that need to be managed:

Caseload - we do not manage our caseload in the most efficient way possible.

Controls in place:

- Ongoing dialogue with MoJ looking at relevant data
- Monitoring of incomplete dossiers
- More cases (adjourned) retained by original chair (ownership of case).
- Regional / local data analysis.
- Review of forecasting models.

1. We work **efficiently** by ensuring we make a fully informed decision based on all evidence available.

How we will achieve it:

Task	Owner	By September 2019	By April 2020	By September 2020
Continue to manage cases to ensure efficient throughput and prevent backlogs	Operations	<ul style="list-style-type: none"> Strengthen listings team function Develop and implement a new reporting schedule Have a plan to get caseload to 1200 GPP cases 	<ul style="list-style-type: none"> Scope and pilot a range of alternative listings models Roll out changes in delegated authorities to case managers 	<ul style="list-style-type: none"> Implement the preferred listing model
Look at ways to streamline and improve our processes to improve overall efficiency	Policy and Guidance and Operations	<ul style="list-style-type: none"> Launch the TACT policy as standard practice to the 2019 Rules 		<ul style="list-style-type: none"> plans in place to manage Extended Determinate Sentence (EDS) cases
Make a sustained reduction in the deferral rate	Operations and Transformation	<ul style="list-style-type: none"> Roll out case conferencing and principles for no on the day deferrals to all chairs 	<ul style="list-style-type: none"> Embed the deferrals project in the QAF for members and make recommendations to the MC based on 4 prison pilot projects to reduce deferrals in those sites 	<ul style="list-style-type: none"> Work with HMPPS to reduce deferrals related to stakeholder practice
Continue to make progress on the remaining IPP cases	Policy and Guidance	<ul style="list-style-type: none"> targeted approach to focus on outstanding cases 	<ul style="list-style-type: none"> Work with HMPPS on their progression panels for IPP cases 	<ul style="list-style-type: none"> Consider outcomes from 2 IPP research projects
Parole Board's role in recall cases is proportionate	Operations	<ul style="list-style-type: none"> Review policy on panel composition for determinate recall cases 	<ul style="list-style-type: none"> Use research to inform 2-3 pilots for managing recall cases differently 	
Process for third party direction Compliance	Operations	<ul style="list-style-type: none"> New operational protocol to support the PB rules agreed with HMPS 	<ul style="list-style-type: none"> SLA's in place with third parties for providing information in parole cases 	<ul style="list-style-type: none"> Third party direction compliance managed by the PB

2. We are **independent** and make impartial, **quality** decisions

We do this by:

- making fair decisions, **respecting the rights of the prisoner** but always **putting public safety first**.
- operating like a court by **making difficult, impartial** decisions by considering evidence **without fear or favour**.
- selecting our members through a **rigorous recruitment process** - members are **independent public appointees** who come from a variety of backgrounds and represent the community they serve.
- Introducing a new **reconsideration mechanism** that allows us to look again at the most serious cases when it is appropriate for us to do so.
- providing our members with the **appropriate training and tools** to be able to do their job effectively.
- Working with others to **safeguard our independence**.

What we want to achieve by Sept 2020:

- Use research to improve our understanding of, and approach to, risk
- Embed across the membership a reasons framework for decision making about risk and promote and test reflective practice
- Reconsider decisions where appropriate to do so
- Ongoing member training, quality assurance and performance review
- Rigorous recruitment process that represents the community we serve
- Work with others to implement changes to support our court-like body status

KPIs we will measure our success against:

- 0% of decisions are found to be unjustified by the Review Committee
- Less than 25% of complaints are upheld
- 95% of members demonstrate core competency in practice observations
- 85% of members receive adequate or above as MCA quality assurance outcomes

Risks that need to be managed:

Diversity - a lack of diversity of either staff or members give the perception that the Parole Board do not fully represent the community

Controls in place:

- Equality & Diversity Group project to link up diversity strategy.
- Anonymous diversity survey of members.
- Diversity data for staff from SOP.
- Target right communities before next campaign.
- Exit surveys.

2. We are **independent** and make impartial, **quality** decisions

How we will achieve it:

Task	Owner	By September 2019	By April 2020	By September 2020
Use research to improve our understanding of, and approach to, risk	Policy and Guidance	<ul style="list-style-type: none"> Support 2 research projects on IPP decision making and 2 studies on MCA decision making 	<ul style="list-style-type: none"> Ensure outcomes of relevant research are shared with members 	<ul style="list-style-type: none"> Continue to build a research community and partner with external academics to support our research agenda
Embed across the membership a reasons framework for decision making about risk and promote and test reflective practice	Policy and Guidance, People	<ul style="list-style-type: none"> RADAR Decision making framework launched to all members 	<ul style="list-style-type: none"> Test small group reflective practice sessions by skype 	
Reconsider decisions where appropriate to do so	Legal	<ul style="list-style-type: none"> Go live with reconsideration. Train members and new recon team and put products in place 	<ul style="list-style-type: none"> Manage reconsideration applications to statutory timescales 	<ul style="list-style-type: none"> Develop any recommendations from the tailored review related to reconsideration
Ongoing member training, quality assurance and performance review	People, Governance, Policy and Guidance	<ul style="list-style-type: none"> Mandatory training programme established for members with an online learning platform to support this 	<ul style="list-style-type: none"> 10 year development strategy for members launched and member escalation framework operating 	<ul style="list-style-type: none"> Tool to manage members quality assurance information piloted.
Rigorous recruitment process that represents the community we serve	Director of Special Projects	<ul style="list-style-type: none"> Induct and train a cohort of serving judges and a cohort of new members in the NW 	<ul style="list-style-type: none"> Outreach and ongoing collaboration with 3rd sector organisations to increase diversity of applicants to the membership 	<ul style="list-style-type: none"> Complete a national programme for regional recruitment that starts to increase diversity of membership
Work with others to implement changes to support our court-like body status	Legal, Policy and Guidance	<ul style="list-style-type: none"> Implement new rules and provide update to members. 	<ul style="list-style-type: none"> Establish Rules Committee and launch a programme for standard practice 	<ul style="list-style-type: none"> Publish standard practice and develop an action plan on recommendations from the tailored review⁷

3. We seek to be as **transparent and open** as possible, providing summaries of our decisions, publishing a list of our members and working to improve the public's understanding and awareness of our work.

We do this by:

- providing of around **100 summaries per month** to explain our decisions to the public and victims.
- publishing our **annual report each year so that we are accountable for our decisions** and open about our performance. We also offer a **full listing of our members**.
- committing to improve **the public's understanding and awareness of our work**, so that all those affected by our decisions understand how we make them.

What we want to achieve by Sept 2020:

- Provide better information about Parole Board decision-making to prisoners, their families, victims, and the public.
- A robust system for creating summaries that weigh up disclosure but manage sensitive information
- Open up parole hearings to key stakeholders and media figures
- Ensure victims involved in the parole process are treated with sensitivity and humanity
- Open access to data about our performance in real time

KPIs we will measure our success against:

- 95% of summaries are produced within 14 days of the decision being issued
- 100% of FOI requests are responded to within 20 working days
- At least 2,500 twitter followers by April 2019
- The Board is represented at more than 30 external engagement events per year

Risks that need to be managed:

Serious Further Offences - a serious further offence committed by someone released by the Parole Board could undermine public's confidence in the parole system

Controls in place:

- Decision summaries.
- Promoting the purpose of the PB.
- Support from MoJ Press Office.
- Monitoring press for PB related stories.

Reputation - something happens which adversely affects the Parole Board's reputation or undermines the public's confidence in the parole system

Controls in place:

- Victims' voice.
- Voice of prisoners.
- Attendance at conferences & events.

3. We seek to be as **transparent and open** as possible, providing summaries of our decisions, publishing a list of our members and working to improve the public's understanding and awareness of our work.

How we will achieve it:

Task	Owner	By September 2019	By April 2020	By September 2020
Provide better information about Parole Board decision-making to prisoners, their families, victims, and the public.	Governance	<ul style="list-style-type: none"> Publish and promote new decision making framework about risk with stakeholders, prisoners, victims and families 	<ul style="list-style-type: none"> Provide better information for families about the parole process and for prisoners on representing themselves 	<ul style="list-style-type: none"> Publish standard practice and up to date member guidance on the website
A robust system for creating summaries that weigh up disclosure but manage sensitive information	Legal	<ul style="list-style-type: none"> Review summaries process 1 year on and share outcomes with the Parole Board User Group 	<ul style="list-style-type: none"> Align summary processes to the new reconsideration process 	<ul style="list-style-type: none"> Run a project for a revised reasons framework
Open up parole hearings to key stakeholders and media figures	Governance	<ul style="list-style-type: none"> Implement a protocol for external stakeholders attending hearing and work with HMPPS to agree access for a major new television documentary about parole. 	<ul style="list-style-type: none"> Work with HMPPS to film hearings for a television documentary. 	
Open access to data about our performance in real time	Governance, Transformation	<ul style="list-style-type: none"> Quarterly data available on website Update stats via social media Share with stakeholders at relevant forums 	<ul style="list-style-type: none"> Work with MoJ and HMPPS to make better data available about parole outcomes by protected characteristics 	
Ensure victims involved in the parole process are treated with sensitivity and humanity	Governance, supported by Policy and Guidance	<ul style="list-style-type: none"> Produce a series of short information guides for victims on the website and run a workshop for members at the 2019 conference 	<ul style="list-style-type: none"> Work with the new Victims' Commissioners and agree priorities for future work 	

4. We are always **striving to improve how we work**, conducting research, piloting new ideas and listening to people's views.

We do this by:

- operating as a dynamic organisation, striving to improve how we work by conducting **research, piloting new ways of working** and **listening to people's views**.
- working with **digital technology** to meet specific needs of the public, and offer **value for money**.
- **valuing our people**, ensuring our people feel supported and we have the best people in the right roles

What we want to achieve by Sept 2020:

- Continue to make best use of digital products and services
- Listen to each other, utilise feedback from our stakeholders and people to improve the way we work feedback
- Deliver value for money
- Protect Personal Data of our people, prisoners, victims and anyone who contacts us.
- A robust cyber security system
- Systems that support our staff and

KPIs we will measure our success against:

- In year budget variance is under 1%, with no overall overspend
- Unit costs to conclude paper and oral hearings remain consistent with last year
- Security Posture Report is good
- No critical patching requirements
- Overall staff engagement index increases 2% annually
- In year staff turnover is less than 20%

Risks that need to be managed:

Digitalisation and resilience - we are unable to deliver all or part of our digitalisation programme to the timescale and quality required

Controls in place:

- In house IT team supported by specialist technology partner.
- Advice, support and communication with MoJ experts.
- Records are stored in the cloud rather than on devices, can be monitored and updated remotely.

Budget management - we will be unable to deliver our strategic objectives due to insufficient budget / funds

Controls in place:

- Review of operational and costing model.
- Monthly review of cost centre budgets.
- Monthly reviews with budget holders and Finance Business Partners.

Succession planning - There is a risk that key personnel leave the Parole Board affecting its ability to deliver the strategy

Controls in place:

- Teams working closely together to share understanding.
- Shadowing / coaching / mentoring / Learning & Development opportunities.
- Review of team structures including resilience.

4. We are always **striving to improve how we work**, conducting research, piloting new ideas and listening to people's views.

How we will achieve it:

Task	Owner	By September 2019	By April 2020	By September 2020
Continue to make best use of digital products and services	Transformation	<ul style="list-style-type: none"> Run a discovery for the future hosting of the CMS (PPUD) on a new cloud interface 	<ul style="list-style-type: none"> Configure SharePoint and Office 365 to better meet the needs of members and staff. Ensure we have staff inhouse able to do this continually. 	<ul style="list-style-type: none"> Review wifi in prison pilot and develop recommendations for the SMT on live parole hearings
Listen to each other, utilise feedback from our stakeholders and people to improve the way we work feedback	Governance, Transformation, Policy and Guidance	<ul style="list-style-type: none"> Engage members and staff on changes within the probation system that affect parole. Ensure our templates and processes reflect these. 	<ul style="list-style-type: none"> Identify and share best practice from stakeholder engagement activity across the membership 	
Deliver value for money	Transformation	<ul style="list-style-type: none"> Scope a new system for paying member fees from the case management system and develop a plan for this project 	<ul style="list-style-type: none"> Conduct a review of member fees and T&S to ensure value for money 	<ul style="list-style-type: none"> Implement changes from the fee review and for paying fees from the CMS
Protect Personal Data of our people, prisoners, victims and anyone who contacts us	Transformation	<ul style="list-style-type: none"> Implement a mitigation plan for the 2019 GDPR internal audit 		
A robust cyber security system	Transformation		<ul style="list-style-type: none"> Enhance the members security system on office 365 	
Systems that support our staff	People, Learning and Development	<ul style="list-style-type: none"> Roll out the new PMR and success profiles system to staff and managers 	<ul style="list-style-type: none"> Achieve IPP reaccreditation Complete a restructure of the secretariat. 	

What resources we have to deliver this:

Team	Headcount	Money
Operations	91	12.217m
Transformation and Governance	23	3.217m
People, Learning and Development	13.6	1.572m
Legal	10	1.192m
Chair and CEO Office	4	0.308m
TOTAL	141.6	18.506m