

the  
Parole  
Board

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working with others  
to protect the public

**The Parole Board England and Wales  
Strategy 2018 to 2020  
and  
18 Month Business Plan  
April 2018 to September 2019  
Final Update May 2019**

## **The Parole Board's mission statement is:**

"The Parole Board is an independent body that works with other criminal justice agencies to protect the public by risk assessing prisoners to decide whether they can safely be released into the community"

## **The Parole Board has five functions in England and Wales:**

1. Deciding whether to release indeterminate sentence prisoners, including life sentence prisoners and prisoners given imprisonment for public protection sentences (IPPs), after their minimum term of imprisonment has expired;
2. Deciding whether to release some categories of determinate sentence prisoners;
3. Deciding whether some prisoners who have been recalled to prison can be re-released;
4. Advising the Secretary of State whether some indeterminate prisoners can be progressed from closed to open conditions; and
5. Advising the Secretary of State on any release or recall matters referred to it.

## Strategic Values

- **Fairness:** Ensure each individual case is dealt with fairly, whilst ensuring protection of the public, and sensitivity to victims.
- **Independence:** Taking independent, impartial decisions on individual cases and positively engaging with other agencies to achieve the Parole Board's own objectives and responsibilities.
- **Confidence:** Individually and organisationally willing to take and support decisions on the best available evidence, a shared understanding and commitment to the Parole Board's core purpose and open to the need to adapt and improve where necessary.
- **Collegiate:** A collaborative, respectful working relationship between members, between staff, and between staff and members. Willingness to provide and receive both support and challenge.
- **Transparency:** A presumption of openness and disclosure about the work and performance of the Parole Board.
- **Reflection:** Reflective about the Parole Board's and individuals' performance and how it can be improved. Open to the different approaches and insights members and staff with diverse backgrounds can bring. Empathetic to the experience of both victims and prisoners in the parole process.

## **Strategic Aims 2018 to 2020**

The Parole Board must interpret its role and statutory duties in the context of its current environment.

It should carry out its responsibilities to assess prisoners for release as part of wider efforts by other criminal justice agencies to reform the prison system. This should reduce reoffending and, in turn, the risk of people becoming victims of crime due to prisoners committing further offences.

The Parole Board has a key role to play by ensuring resources and capacity are not wasted by keeping individuals in prison because of inefficiencies in the parole system, that the parole system supports rehabilitative processes, and that the public have confidence in the parole system.

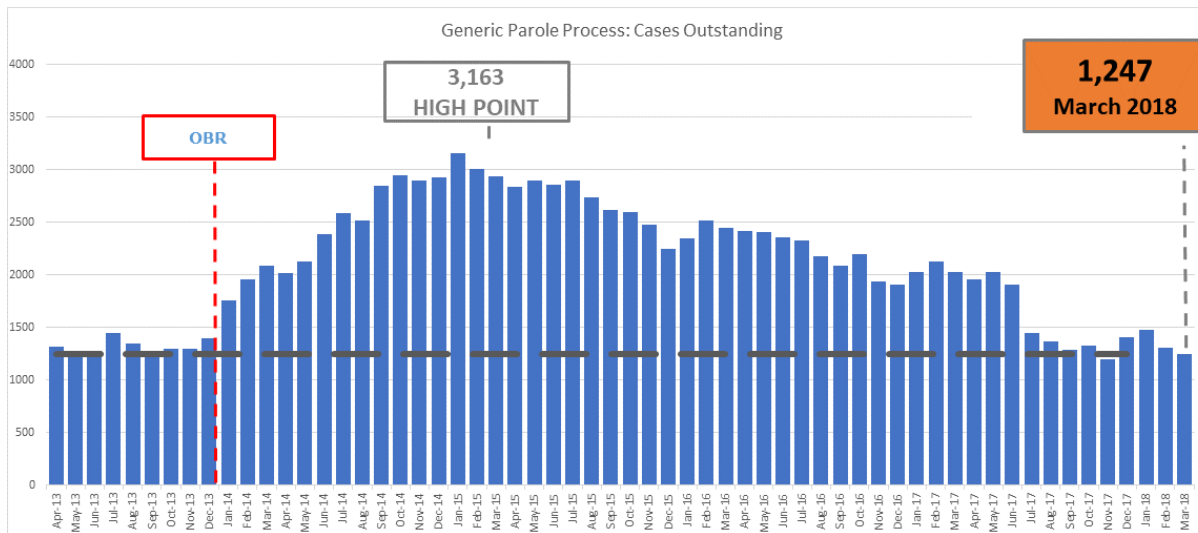
### **The Parole Board has four overarching aims:**

The strategic aims from now till 2020 are:

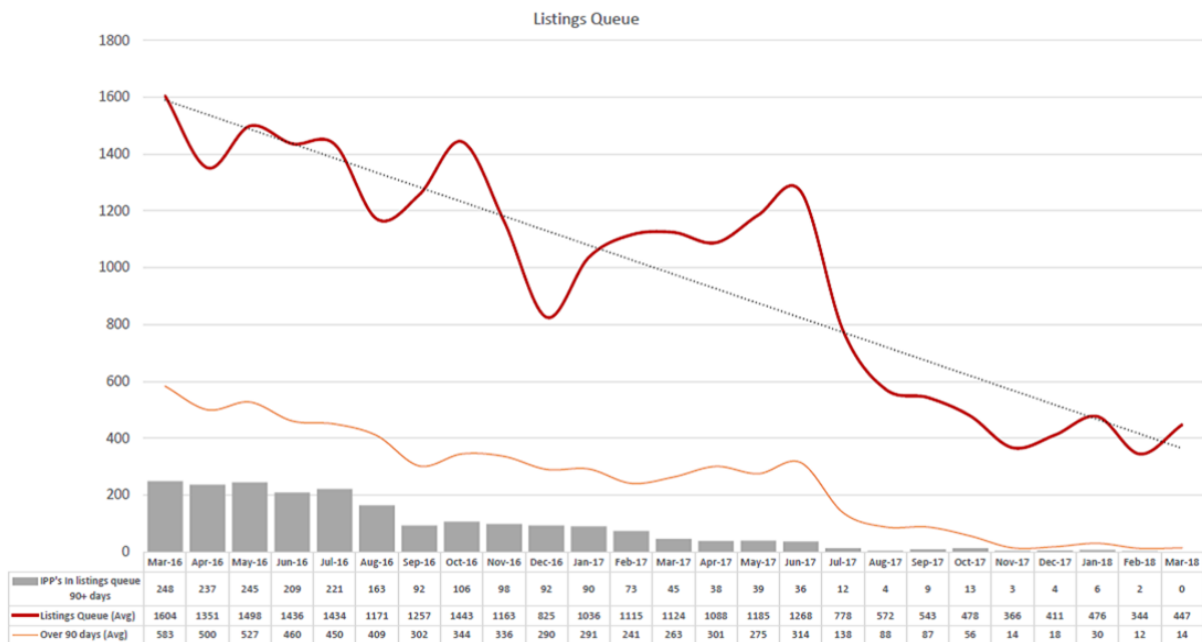
- 1 Efficient processing of parole cases leading to the timely conclusion of cases and safe release of prisoners back into the community
- 2 Ensure the independence and quality of the Parole Board's decision-making
- 3 Ensure openness and transparency of the Parole Board's processes and decision-making
- 4 Ensure that staff and members of the Parole Board work together to continuously improve the way they work, while treating all with respect and humanity

## Current position and background:

In 2017/2018, the Parole Board's 50<sup>th</sup> year, the backlog of outstanding cases was successfully cleared. It ended 17/18 with 1247 cases outstanding, down 38% from 2,033 in 16/17, and down 61% from its peak of 3,163 in 2015. The Parole Board held a record 7,708 oral hearings in 2017/18, three times the number (2,531) held ten years ago.



The reduction in cases can be seen in the number of cases in the queue, as below.

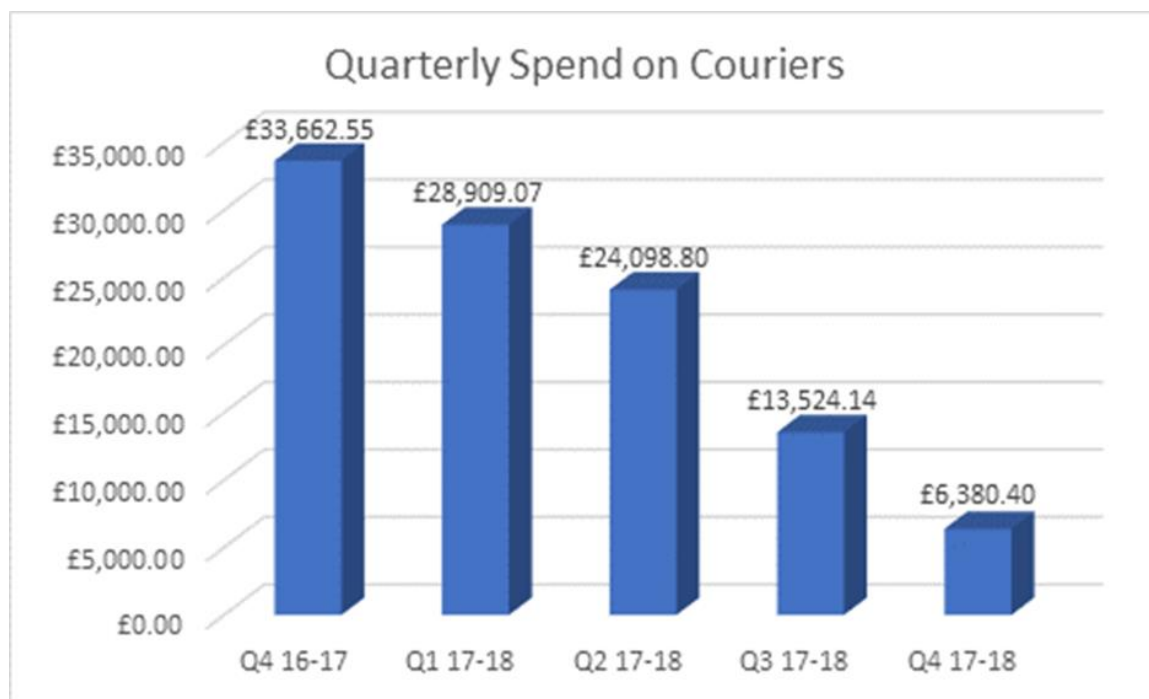


Good progress was made to reduce the number of IPP prisoners in custody to 2,873 at the end of March 2018. The Parole Board released more than 1,000 IPP cases (including recalls) in 17/18. There were no IPP cases waiting more than 90 days for a hearing at the end of March 2018, down from 248 cases in March 2017.

Improvements were also made in the management of determinate recall cases, with the number of deferrals and adjournments in Member Case Assessment (MCA) cases falling since December 2017.

The Parole Board fully digitalised its dossier processes, reducing operating costs from £28,909 in the first quarter of the year to £6,380 at the end of quarter 4 - a saving of £90,116 a year. It continues to look at the use of digital

technology to further improve efficiencies. For example, two out of every three hearings can now be digitally recorded, with an ambition to get this to 100% by summer 2019.



With the backlog eliminated, the Parole Board now has the space to focus on what affects its decision-making and the information, support and training given to members to do this.

The *Lammy* review in 2017 highlighted that there was more the Parole Board could do to improve the diversity of its membership and the information it produces about outcomes related to the ethnicity of the men and women that go through the parole system each year.

The Justice Select Committee (JSC) in October 2017 recognised the Parole Board's success in progressing IPP prisoners and reducing the backlog but was concerned by the high deferral rate and the impact of late reports or

missing information from stakeholders on deferrals. The JSC also encouraged the Parole Board to think about what more it could do to support victims going through the process, including the use of new technologies for giving evidence.

The Parole Board's Management Committee reviewed the existing strategy in November 2017 and agreed there were 5 areas to refocus the strategic aims and objectives on now the backlog is cleared, these are:

- 1) Process efficiency,
- 2) Quality decision-making,
- 3) Independent decision-making,
- 4) Openness and transparency,
- 5) Diversity of our workforce

In November 2017, Nick Hardwick, the then Chair of the Parole Board, set out the case for what more the organisation could do to be open and transparent.

Political and media fallout from the judicial review of the Parole Board's decision in the case of John Worboys (now John Radford) in March 2018, and the High Court's decision to strike down Rule 25 that prevented the Board disclosing information about its decisions, brought this into sharp focus and has damaged public confidence in the work of the Parole Board.

To start rebuilding public confidence, the Parole Board must: look again at how it deals with un-convicted offending and supports its members to do this; increase transparency of its decision-making for victims and the public; and consider whether there should be a new internal mechanism for Parole Board decisions to be reconsidered as an alternative to judicial review and if so, what this should look like.

Following the resignation of Professor Hardwick in March 2018, and the appointment of Caroline Corby as interim chair, it is anticipated a new Chair will be appointed by the end of the financial year.



## Key Performance Indicators

The Parole Board has four key performance indicators related to each aim in its strategy

1. To maintain the number of outstanding cases to minimum levels (measured by Generic Parole Process (GPP) cases outstanding and the listings queue), maintain the safe progression of IPP prisoners while ensuring protection of the public, and decrease the proportion of deferred cases by September 2019 (measured by deferral data).
2. Implement a strategy based on the recommendations of the review of its approach to risk (RADAR) by September 2019.
3. Implement a strategy to increase the openness and transparency of parole by September 2019.
4. Increase staff and member engagement levels by September 2019.

To understand how well the Parole Board is performing against its strategy, it also closely measures and monitors performance in the following areas and reports on these to the Management Committee and/or relevant sub-committee, at least quarterly:

### **Finance:**

- The unit costs of paper and oral hearings
- The release rate
- Compensation payment amounts

### **Prisoners, Victims and the Public:**

- Complaint numbers, reasons and outcomes
- Serious further offence rates and serious further offence case review outcomes
- Summaries requested and produced

### **Internal business processes:**

- The deferral and adjournment rates
- The number of cases listed for oral hearing
- Cases in the listing queue over 90 days
- The case completion rate

### **Learning and Growth:**

- Staff and members recruited and retained
- Staff and members trained
- BAME ratio of staff and members
- Members working digitally

## **Business Plan 2018/2019**

Each of the four strategic aims has a number of objectives which contribute towards achieving that aim.

Detailed below are the objectives planned for between April 2018 and September 2019 and the necessary tasks to achieve them during this period.

Tasks highlighted in blue have been assessed as most significant to progressing our overall strategy.

### **Status Codes**

Red = stopped/at risk

Amber = in progress/on track

Green = complete

## **1) Efficient processing of parole cases leading to the timely conclusion of cases and safe release of prisoners back into the community**

### **Objectives:**

- Continue to manage cases to ensure efficient throughput and prevent backlogs
- Make a sustained reduction in the deferral and adjournment rate
- Continue to make progress on the remaining IPP cases
- Limit the Parole Board's role in recall cases
- Ensure the right decisions are made by the right people at the right time
- Keep prisoners and victims updated on progress of their case

**By the end of September 2018, the Parole Board will:**

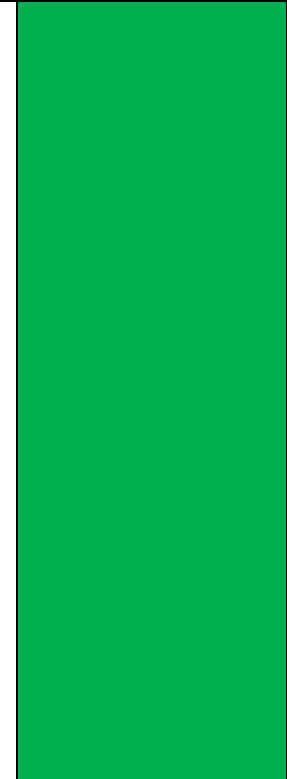
<b>Task</b>	<b>Responsible</b>	<b>Progress</b>	<b>Next Steps</b>	<b>Status (Red, Amber or Green)</b>
List 700 cases a month. (Approximately 650 initial listings, and 50 replacement listings)	<b>Head of Operations</b>	We are currently looking to list 700 cases in each monthly listing exercise with the Parole Board looking to maximise a further 50 oral hearings each month, in the three months leading up to the current listing's month.	We have listed 9,283 cases in this financial year. We now have a greater understanding of how adjourned cases impact on our current listing's activity. We have secured funding in this year's budget to increase our listings back to the 2017-2018 levels. This will allow us to maintain or slight reduce our current working caseload.	
Pilot a project to stop deferrals happening on the day of prisoners' parole hearings, review	<b>Director of Business Development and Improvement</b>	39 members on the pilot. 2 pilot reviews. Reduction from	Write to remaining chairs and use conference in July to complete roll out.	

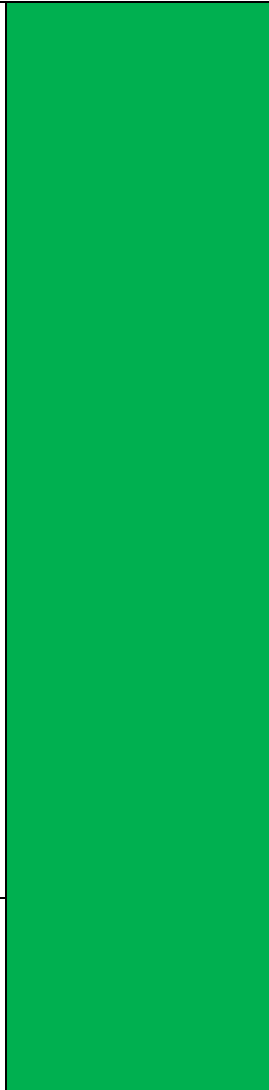
its effectiveness, and roll the principles out across the membership (Project COMPASS)

**Head of Transformation**

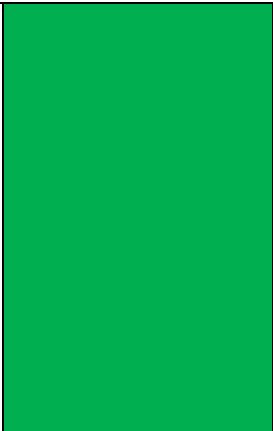
24% to 2% of on the day deferrals for pilot group. Template changes rolled out October to support data analysis. New member guidance reflects compass principles. Interim fees for all chairs for full roll built into 19\_20 budget. Revised template launched. MC agreed in April full roll out of member principles.

Disband formal project COMPASS with members from August 2019. Keep staff resources on stakeholder strand and to support remaining chairs. Work strand to move to BAU needs to be set up and this will involve feeding in to the QAF in MDP.



<p>Use visits to prisons to tackle specific problems and work together to achieve desired outcomes. Plan a programme for these to ensure value for money</p>	<p><b>Head of Operations</b></p>	<p>Targeted visits to some establishments have provided tangible improvements to facilities provided to our members. We have begun to build a compendium of facilities and restrictions at all prison establishments for the benefit of the Parole Board Secretariat and membership.</p>	<p>We are currently coordinating a schedule of routine prisons visits in the 2019-2020 financial year to all establishments which facilitate more than 20 oral hearings annually. Publication of the Parole Board Oral Hearing Administration &amp; Attendance Policy Framework by HMPPS will support this work. We will continue to prioritise prison establishments where there are particular difficulties.</p>	
<p>Introduce new KPI measures based on workload, timeliness and case completion</p>	<p><b>Head of Corporate Services</b> <b>Head of Transformation</b></p>	<p>Data Integrity project has cleansed data, revised PB performance reports</p>	<p>Report on the new KPI's in 19/20.</p>	

		and set new KPI's which have been agreed with the Management Committee and reporting arrangements scoped with the sub committees.		
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<p>Scope delegated authority to case managers, review decision making authorities between case managers and members, and between the Parole Board and HMPPS</p>	<p><b>Head of Operations</b></p>	<p>A pilot approach to delegated authority was rolled out to case managers in January 2019.</p>	<p>Once the new process is embedded, in consultation with both staff and members and key stakeholders, we will begin to scope the opportunities for delegated authority for case manager's</p>	
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**By the end of March 2019, the Parole Board will:**

<b>Task</b>	<b>Responsible</b>	<b>Progress</b>	<b>Next Steps</b>	<b>Status (Red, Amber, Green)</b>
Pilot changes in delegated authorities to case managers	<b>Head of Operations</b>	Pilot began in January 2019. Current delegated authorities to case managers will be embedded into BAU from June 2019.	Further review and scoping of further delegated powers for case managers to be undertaken by October 2019.	
Support HMPPS implementation of 4 further progression regimes for IPP prisoners	<b>Head of Operations</b>	Case Managers have now been allocated to each of the progression sites. There was a meeting at HMP Buckley Hall with the ISPPB in February. Information about the progression regimes has been sent out to some of the membership including invites to visit sites where	Increased awareness for staff and members of the work that goes in to the progression regimes. Continued attendance at regular ISP meetings. Further visits for staff and members at the progression regimes.	

		they regularly sit.		
Test case conferencing to manage deferred cases	<b>Director of Business Development and Improvement</b>  <b>Head of Transformation</b>	Case conferencing has started. 30 have been directed so far. Fee's for these have been agreed and the policy and guidance rolled out to pilot chairs.	Continue case conferences and extend to non-pilot chairs from July 2019.	

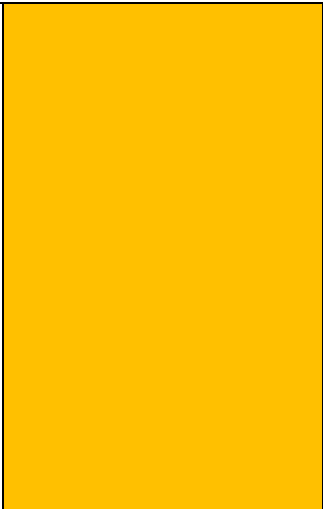
Implement action plans to reduce deferrals in at least 6 prisons and evaluate whether these changes could be scaled out further (Project COMPASS)	<b>Director of Business Development and Improvement</b>  <b>Head of complex case worker and projects</b>	4 stakeholder pilots identified, 2 involving psychology. Site actions have been agreed with all 4 sites. Pilots started October 2018.	1) run pilots for 4 months at least 2) evaluate impact after at least 6 months	
Have effective plans in place to manage Extended Determinate Sentence (EDS) cases	<b>Head of Operations</b>	Initial Planning meeting attended September 2018.	Further work to be undertaken into the 2019-2020 financial year.	
Scope a new model for handling recall cases referred to the Parole Board	<b>Head of Operations</b>	Scoping and planning exercise to be undertaken from December 2018 – March 2019.	Having identified the complex nature of developing a new model for recall cases further scoping and planning work to be undertaken from April – October 2019	

New handling processes for cases involving non-disclosure of information on national security grounds	<b>Director of Business Development and Improvement</b>  <b>Head of complex casework and projects</b>	Process agreed with HMPPS and security services. Information sharing Policy drafted and agreed with the management committee. Feeding into HMPPS policy framework. 4 judges cleared and so can start. Members have been recruited and currently going through clearance	1) policy to form standard practice to rules from July 2019. 2) complete clearance for member cohort 3) training for member cohort.	
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**By the end of September 2019, the Parole Board will:**

<b>Task</b>	<b>Responsible</b>	<b>Progress</b>	<b>Next Steps</b>	<b>Status (Red, Amber, Green)</b>
Roll out new processes with stakeholders to reduce deferrals	<b>Director of Business Development and Improvement</b>  <b>Head of complex casework and projects</b>	Evaluation scheduled for April 2018. Data being collected with pilot sites now.	Map through a plan for further roll out once pilots have concluded in the summer and	

			outcomes have been evaluated.	
Implement new decision-making authorities between case managers and members, and the Parole Board and HMPPS	<b>Head of Operations</b>	Pilot began in January 2019. Current delegated authorities to case managers will be embedded into BAU from June 2019	Once the new process is embedded, in consultation with both staff and members and key stakeholders, we will begin to scope the opportunities for delegated authority for case manager's	

<p>Roll out changes in delegated authorities to case managers following the pilot</p>	<p><b>Head of Operations</b></p>	<p>Pilot began in January 2019. Current delegated authorities to case managers will be embedded into BAU from June 2019</p>	<p>Once the new process is embedded, in consultation with both staff and members and key stakeholders, we will begin to scope the opportunities for delegated authority for case manager's</p>	
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## **2. Ensure the independence and quality of the Board's Decision-Making**

### **Objectives:**

- Agree a programme of ongoing research to test and improve our understanding of, and approach to, risk
- Promote and test reflective practice for members as part of their decision-making
- Establish a new reasons framework for decision making about risk
- Review processes for challenging Parole Board Decisions
- Agree a programme of ongoing member training, quality assurance and performance review

**By the end of September 2018, we will:**

<b>Task</b>	<b>Responsible</b>	<b>Progress</b>	<b>Next Steps</b>	<b>Status (Red, Amber, Green)</b>
Run a programme of regional reflective practice events for members	<b>Director of Member Development and Practice</b>	RADAR as hosted two reflective practice workshops for members; one in SE and one in NW.	A further workshop has been postponed and will take place in 2019 (if funding allows). Small group reflection sessions via skype are being trialled.	
Ensure research findings are shared and fed into policy development	<b>Director Business Development and Improvement</b>  <b>Head of Business Development</b>	FG/GG/MJ/WA attended Cambridge Research Conference 2/7 to explore the future of parole beyond <i>Worboys</i> Working with Harry Annison on IPP family research and comms for	COMPLETE – now BAU and the RGG manages the process for this.	

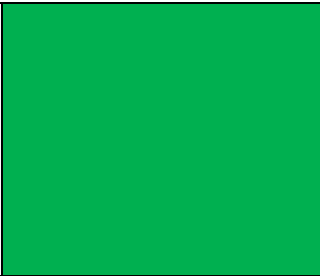
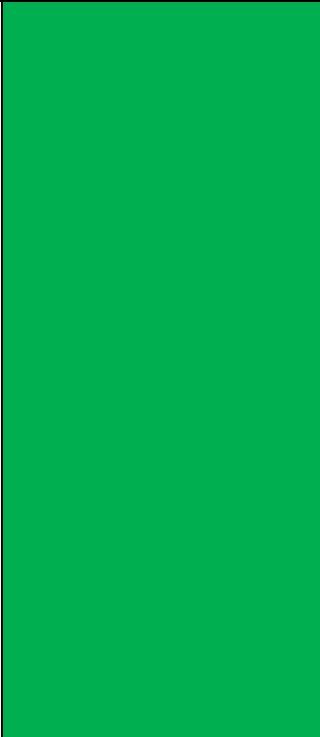


		families that will work on the outcomes of the research. 2 IPP research projects have been agreed for next year.		
Facilitate a research project on decision making in indeterminate cases and make recommendations to the management committee	<b>Director of Business Development and Improvement</b>  <b>Head of Business Development</b>	Jo Lackenby has completed her PhD and is working on comments following her viva. Her study has informed the RADAR framework.	JL working on feedback from viva and will be shared with MC once this has been done.	
Provide guidance and support to members on handling un-convicted offending	<b>Director of Member Development and Practice</b>	May 2019: Complete. Issued to members and published on website.		

**By the end of March 2019, the Parole Board will:**

<b>Task</b>	<b>Responsible</b>	<b>Progress</b>	<b>Next Steps</b>	<b>Status (Red, Amber, Green)</b>
Launch revised member guidance in a digital format	<b>Director of Member Development and Practice</b>	May 2019: Project making good progress towards completion.	Main member activity (OH, MCA, Duty Member) guidance can start to proceed through governance in June with additional pieces from July.	Amber
Launch a risk decision making framework	<b>Director of Member Development and Practice</b>	May 2019: Completed. Issued to members with review period up to July 2019.	Review before publishing more widely.	Green
Launch a new member escalation framework	<b>Director of Member Development and Practice</b>	This is on hold as it is inter-dependent the on implementation of MARS (previously referred to as LMS)	This work has resumed, with a steering paper considered by the Standards Committee in late April.	Amber

		management system		
Launch the Quality Assurance Framework (QAF) on a digital platform to support member performance and development	<b>Director of Member Development and Practice</b>	May 2019: Work to procure system has recommenced with project leadership provided by BIS Directorate.	Work through commercial process and consider tender applications.	

<p>Develop a policy for an internal process for reconsidering Parole Board decisions</p>	<p><b>Head of Litigation</b></p>	<p>Complete. Outline of new process agreed with MOJ. Detailed work on products being finalised.</p>	<p>Finalise detailed products with MOJ and other stakeholders.</p>	
<p>Assess and manage research applications that relate to the Parole Board's published Research Priorities. These priorities include a small-scale study of outcomes for BAME or other minority group prisoners.</p>	<p><b>Director of Business Development and Improvement</b>  <b>Head of Business Development</b></p>	<p>6 applications have been assessed by RGG. 2 accepted both relate to IPP. Nothing received related to BAME but have linked with the Lamy team in MoJ. RGG and research process is now BAU and working well.</p>	<p>External member of RGG to be appointed and promote priorities with academic institutions.</p> <p>Support 2 IPP related research projects.</p> <p>Progress BAME research opps by working in partnership with MoJ Lamy review project.</p>	

Review the Parole Board Rules of Procedure	<b>Head of Litigation</b>	Completed. Substance of new Rules agreed. Text agreed in draft.	Rules to be signed off by Ministers in May. Final legal checks and new Rules laid in late June, to come into force mid July 2019	
Deliver a series of regional training workshops on effective questioning for members	<b>Director of Member Development &amp; Practice</b>	May 2019: Nine of ten workshops delivered. One mop up to be held in York in June. EQ will be subsumed into New Member Training for September.	June workshop.	
Develop a learning & development strategy for members	<b>Director of Member Development &amp; Practice</b>	May 2019: Work resumed with SSCL and development of strategy making good progress.	Continued engagement with SSCL on '10 Year Member Development Plan'	

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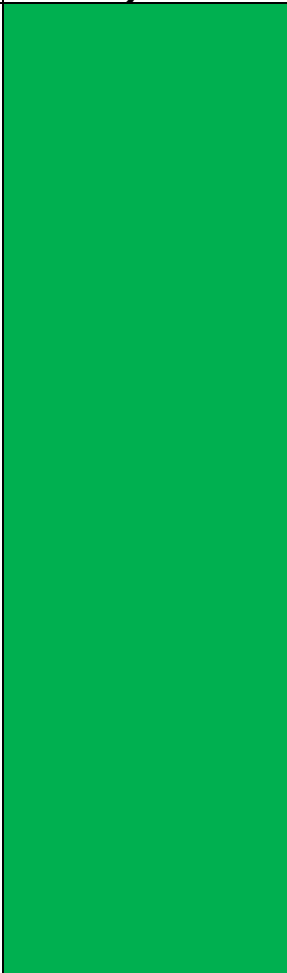
<b>Task</b>	<b>Responsible</b>	<b>Progress</b>	<b>Next Steps</b>	<b>Status (Red, Amber, Green)</b>
Implement changes to the Parole Board Rules of Procedure	<b>Head of Litigation</b>	Substance of new rules agreed.	Update to members on what has changed, and what new change will be brought in later.	
Implement a new reconsideration mechanism for Parole Board Decisions	<b>Head of Litigation</b>	Members trained, processes settled, detailed products being developed, team being recruited.	Train new team when they join, put detailed products in place, and prepare to go live in late July 2019	

### **3) Ensure openness and transparency of the Board's processes and decision-making**

#### **Objectives:**



- Provide better information about Parole Board decision-making to prisoners, their families, victims, and the public
- Agree a programme to open up parole hearings to key stakeholders and media figures
- Reassure victims and the public that those prisoners that continue to present an unacceptable risk will remain in custody
- Increase the diversity of Parole Board members and staff
- Ensure victims involved in the parole process are treated with sensitivity and humanity

**By the end of September 2018, the Parole Board will:**

Task	Responsible	Progress	Next Steps	Status (Red, Amber, Green)
<p>Improve the information about parole on gov.uk, making best use of digital and social media</p>	<p><b>Director of Business Development and Improvement</b></p> <p><b>Head of Stakeholder and Communications</b></p>	<p>April 2018 Website overhauled. Dedicated section for victims and new video for prisoners and the public launched on website and social media about how parole boards make decisions. From August 2018 producing a monthly CEO blog and monthly infographics with our top line stats. Member recruitment</p>	<p>1) From 2019 have monthly data packs on our website.</p> <p>2) Update to the latest member guidance</p> <p>3) Add on welsh video.</p> <p>4) Add on self rep guidance and information for families</p>	



		<p>section updated and videos added on.</p> <p>Victims video has been added.</p>		
Run a targeted recruitment campaign for retired judges and psychiatrists	<b>Director of Member Development and Practice</b>	Complete. 29 new members to begin their tenure on 1 November 2018.		

<p>Put in place a process to provide summary decisions to victims and the media on request</p>	<p><b>Director of Business Development and Improvement</b></p> <p><b>Head of Stakeholder and Communications</b></p>	<p>Summary decisions are being actioned effectively, with a turnaround of approximately 2 weeks. 1000 have now been produced since the scheme started</p> <p>Staff have taken on the checking from panel chairs reducing cost and time.</p> <p>Good internal audit assessment of the summary process and how it is working.</p>	<p>1) Link to RADAR to increase the quality of decisions. 3) align summary production to recon timescales 4) Complete review of summaries by June 2019 considering the outcomes from the audit and feedback from members staff and stakeholders.</p>	
<p>Consult widely on how Parole Board decisions could be reconsidered and inform the MoJ consultation</p>	<p><b>Director of Business Development and Improvement – now transferred to Head of Litigation</b></p>	<p>Response has been submitted and now liaising with the review team on follow up.</p> <p>Process mapped</p>	<p>Inform staff and members of changes proposed. Align summaries to this process.</p>	



		internal processes.		
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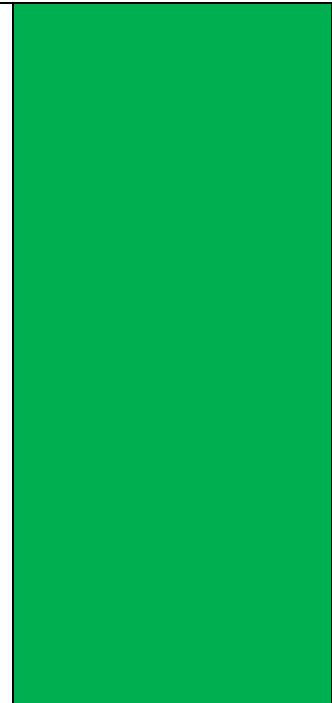
Continue to work with external stakeholder, including Inside Time and National Prison Radio, to provide information and create products about parole that can be shared wider

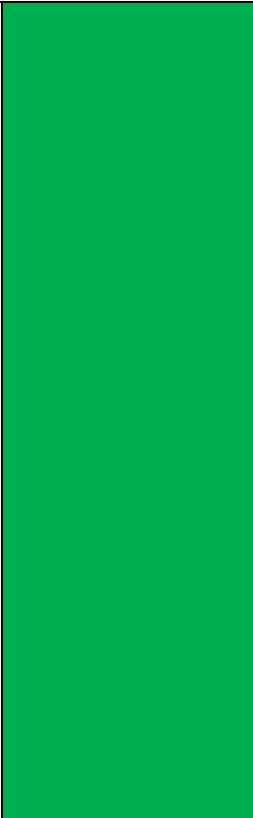
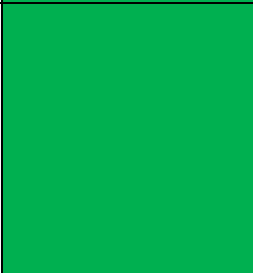
**Director of Business Development and Improvement  
Head of Stakeholder and Communications**

CEO piece in Inside Times, with updates. Regular campaigns with NPR including summaries launch. PRT reviewed self rep guidance. Regular CEO blogs have taken place across the year and this is now an established process.

Continue inside times articles and blogs every month.

NPR to run campaign for recon.



<p>Collaborate with victims' organisations to improve the information we provide to victims and internal training and guidance for staff and members</p>	<p><b>Director of Business Development Improvement</b></p> <p><b>Head of Business Development and Head of Stakeholder and Communications</b></p>	<p>Produced a new victim's video in partnership with NPR and the victim's commissioner which is now live. VLO briefings have been completed. Worked with why me to produce RJ leaflet Why me? delivered staff training. Shadowing taken up by VLO's</p>	<p>1) workshop for members at conference.</p> <p>2) Victim 1 sheets to be launched on website</p>	
<p>Work with Victim Contact Services to help them support victims through the parole process.</p>	<p><b>Director of Business Development Improvement</b></p> <p><b>Head of Business Development and Head of Stakeholders</b></p>	<p>Context documents and summaries helping VCS explain the work of the PB</p>	<p>Nothing further needed. Recon project manager and Head of Communications are working with HMPPS to inform their comms to VLO's re reconsideration</p>	

	<b>and Communications Director of Member Development and Practice</b>			
Engage with diversity groups to encourage a wider diversity of member applicants for the 2019 recruitment campaign		Contact made with groups to arrange outreach in advance of launching 2019 recruitment.	Complete: 587 applications received, with 27% BAME diversity. 130 interview candidates, with 45% BAME diversity.	

**By the end of March 2019, the Parole Board will:**

<b>Task</b>	<b>Responsible</b>	<b>Progress</b>	<b>Next Steps</b>	<b>Status (Red, Amber, Green)</b>
Launch a revised reasons writing framework, to facilitate the production of decision summaries within the full decision template	<b>Director of Member Development and Practice</b>	May 2019: RADAR to commence review of Reasons Framework in July 2019 with plan for 12 months of project activity.	Commence project in July 2019	
Proactively use broadcast, print and social media opportunities to share messages that are important to the general public	<b>Director of Business Development and Improvement</b>  <b>Head of Stakeholder and Communications</b>	Event being set up for MP's via with the justice select committee. New chair interviews done. Ongoing use of twitter. Community of about 2000 + twitter followers. 72 films collaboration. Initial sift of	Run MP event (tie with Rules going live – July).  Receive ministerial approval and start work on the documentary. This will be a task for next year's business plan.	

		documentary proposals done and Partner identified. Ministerial approval requested. CEO attended JSC in April to speak about the rules changes and reconsideration.		
Publish up to date reports on performance, including outcomes by ethnicity	<b>Head of Corporate Services</b>	Management performance reporting reviewed. Data cleansing has been done. A revised version of the reports was shared with the SMT in October 2018.  In the interim key stats have been used in a twitter infographic and	Publish MI reports quarterly from December 2019 and work with HMPPS/MOJ to obtain data from other systems needed to understand this better.	



		revised PB standard presentation used by CEO and Director		
Undertake a programme of outreach to national and regional media providers about parole	<b>Director of Business Development and Improvement</b>  <b>Head of Stakeholder and Communications</b>	Worked with MoJ on a protocol for media access. This stalled in year, but a revised protocol has now been agreed with MoJ press team that worked through stakeholder concerns.	With HMPPS/Phil Copple for final clearance of protocol and then clearance by SPads.	

<p>Involve members and staff in agreeing a new communications strategy based on the Parole Board's values</p>	<p><b>Director of Business Development and Improvement</b></p> <p><b>Head of Stakeholder and Communications</b></p>	<p>First workshop ran in September 2018. Work streams identified. Current stakeholder communications mapping completed. Messaging developed using Crest days for support via a workshop with senior leaders. Ran challenge sessions for ideas around internal, external and influential. Drafted and approved by SMT. Endorsed by MC.</p>	<p>Feeds into the work strands for each part of the business plan for next year.</p>	
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**By the end of September 2019, we will:**

<b>Task</b>	<b>Responsible</b>	<b>Progress</b>	<b>Next Steps</b>	<b>Status (Red, Amber, Green)</b>
Review the effectiveness of summary decision processes and make recommendations to the Management Committee on next steps	<b>Director of Business Development and Improvement</b>  <b>Head of Stakeholder and Communications</b>	Brought forward. We have received the recommendations from the audit which was positive about the system and controls in place.	Analyse feedback received over the year from members, stakeholders, victims and prisoners and report the findings to the MC and PBUG	

Recruit and train new independent Parole Board Members and increase diversity of the membership	<b>Director of Member Development and Practice</b>	Recruitment campaign closed. Interviews in June.	New member training in September.	
Implement a new communications strategy based on the Parole Board's values	<b>Director of Business Development and Improvement</b>	Agreed by SMT. Resource agreed with MDP to make this happen and consolidate all resources under head of stakeholder and comms. HEO role refocused to support this and advertised. Conference session planned.	Run conference session. Recruit HEO, centralise team under head of stakeholder and comms once recruitment completes.	
Continue to target and collaborate with third sector groups for improved membership diversity	<b>Director of Member Development and Practice</b>	Network of contacts built up during the 2019 campaigns	Will continue as part of the proposed 2020 campaign.	

#### 4) Ensure that staff and members of the Parole Board work together to continuously improve the way we work, whilst treating all with respect and humanity

##### Objectives:

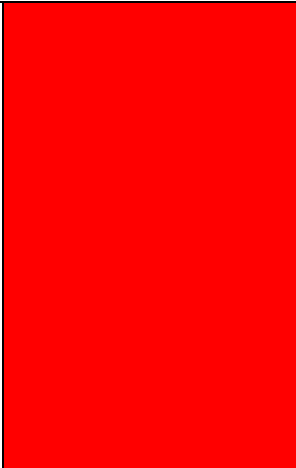
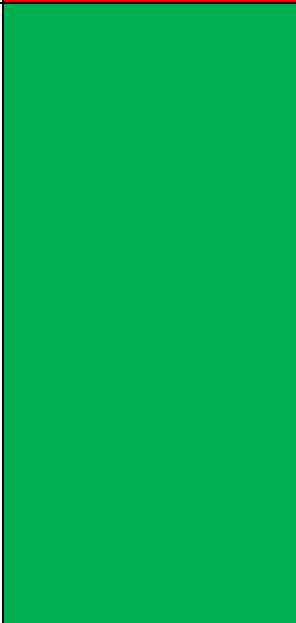
- Complete the successful implementation of the digital programme
- Maintain and strengthen arrangements for consulting external stakeholders
- Improve levels of staff and member engagement
- Reduce procedural problems and encourage collaborative work by developing a flexible regional approach including events for members and staff to come together

##### By the end of September 2018, the Parole Board will:

Task	Responsible	Progress	Next Steps	Status (Red, Amber, Green)
Complete the roll out of digital devices to panel chairs so that 100% of	<b>Director of Business Development and Improvement</b>	All units have been sent to chairs and policy	Configure SharePoint to store members	

hearings are digitally recorded	<b>Head of Business Change and IT</b>	launched from 1 <sup>st</sup> February and now BAU.	digital recordings properly	
Move out of 102 Petty France to a better location that provides greater independence from MoJ and a modern working environment in Canary Wharf	<b>Director of Business Development and Improvement</b>  <b>Head of Business Change and IT</b>	Office move completed to time, budget and plan August 2018 and full remote solution for all staff was in place for September 2018. Currently no impact on staff turnover and capacity is meeting daily business need. Staff away day focused on smarter working and getting the best out of this.	Agree formal working from home arrangements. Flexible working policy is being reviewed by Head of Ops	
Identify a new learner management system (LMS) to facilitate implementation of the Quality Assurance Framework (QAF) for members	<b>Director of Member Development and Practice</b>	May 2019: Now referred to as Member Activity Review System (MARS). Work to procure system has	Work through commercial process and consider tender applications	

		recommended with project leadership provided by BIS Directorate.		
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<p>Fully comply with GDPR and DPA 2018 and ensure all staff and members are aware of their responsibilities in it</p>	<p><b>Head of Corporate Services</b></p>	<p>Privacy policy and GDPR compliance plan being worked on. Internal audit assessed the board has currently having limited controls in place in March 2019.</p>	<p>Publish privacy policy and communicate impact of changes to staff and members.</p> <p>Full mitigation plan based on audit recommendations delivered.</p>	
<p>Continue to engage with other agencies in problem solving through regular meetings and forums nationally and regionally</p>	<p><b>Director of Business Development and Improvement</b></p> <p><b>Head complex casework and projects and Head of Stakeholders and engagement</b></p>	<p>Still running national parole forums with the NPS. Most regions have now done deferral analysis with Probation. Forward look in place to keep track of stakeholder activity. National forum is positive and took place in March 2019.</p>	<p>Share best practice from forums internally with members. Review how these link to PBUG, the comms strategy and what we want to get out of this next year.</p>	



		Members involved in forums have supported OM training programme in NPS and the development and launch of the PAROM1.		
Launch a new learning and development strategy for staff, informed by staff engagement survey results	<p><b>Director of Business Development and Improvement</b></p> <p><b>Head of complex casework and projects</b></p>	<p>Drafted and signed off.</p> <p>Apprenticeships have been launched and 7 applications received.</p> <p>Introduced a cross directorate L and D governance group.</p> <p>Manager and staff eLearning modules in progress.</p>	<p>Embed strategy in all directorates.</p> <p>Share best practice with other ALB's. Use success profiles and new PMR approach.</p>	

		<p>L and D newsletter launched.</p> <p>Worked with Nicola Smith in HR to ensure L and D strategy covers training for new PMR approach and success profiles</p>		
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Review the Young Adults oral hearing pilot and make recommendations to the Management Committee	<b>Director of Business Development and Improvement</b>  <b>Head of Business Development</b>	Liaised with HL and MRG over next steps Went to PBUG. Concerns about data coming out of pilot flagged by MC.	MC to consider in June 2019 final pilot evaluation and decide on whether to make BAU	
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**By the end of March 2019, the Parole Board will:**

<b>Task</b>	<b>Responsible</b>	<b>Progress</b>	<b>Next Steps</b>	<b>Status (Red, Amber, Green)</b>
Embed the use of Office 365 with members and staff, and make better use of the shared drives and templates	<b>Director of Business Development and Improvement</b>  <b>Head of Business Change and IT</b>	Training for SharePoint superusers is booked for June 2019. Microsoft ran a strategy session December 2019. Agreed as a project for	SharePoint training in May 2019 for staff to configure SharePoint.  Put back into project for 2019_2020 and run awareness for members at conference  <b>Work strands should</b>	

		19/20 and resources to work on this have been identified.	<b>include:</b> 1) Members SharePoint 2) Staff (including staff intranet, file management) 3) Ongoing change management and capability in house to do this	
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Scope the possibility of an online decision portal	<b>Director of Business Development and Improvement</b>  <b>Head of Transformation and Head of Stakeholder and Communications</b>	<p>Team members took part in discovery for victims' portal with MoJ.</p> <p>Little appetite to progress at this stage.</p> <p>Attended London Victim Commissioners portal development.</p>	Stop. Not needed at this stage.	
Test 'live' parole hearings using Wi-Fi and assess the business case to extend this wider	<b>Director of Business Development and Improvement</b>  <b>Head of Business Change and IT</b>	Wider roll out was stopped so the allocated resource monies could be used for compass template dev.	Revisit in March 2019	
Provide a new more user-friendly interface and full cloud hosting for the case	<b>Director of Business Development and Improvement</b>	Business case has been agreed for migrating to the cloud, which includes strategy	Extend the PPUD contract and manage the incumbent supplier.	

management system		<p>for PPUD long term. Workshop with MoJ digital studio to come up with an implementation plan for move November 13<sup>th</sup>. Completed the MoJ triage governance process for the business case. Not agreed at this stage. Revised approach submitted for a technical discovery in 19/20. Experienced PM moved to work on this to ensure makes progress next year.</p>	Discovery of PPUD running on the MoJ cloud platform	
Undertake equality impact assessments as part of leading and	<b>Director of Business Development and Improvement</b>	EDAG approved EIA drafted by Change Forum, which	Continue to use for any new project and share data with EDAG	

managing change.	<b>Head of Business Development</b>	incorporates EIA in project highlight reporting. Now completed for all projects in this year's change forum	as part of project closure on how the EIA was delivered across the project.	
Review member work portfolios, subject to any changes in member tenure.	<b>Director of Member Development &amp; Practice</b>	Position reconsidered in the light of Wakenshaw and Chair has made submissions to SoS.  Members and MRG have been consulted on work portfolios.	Act on response from secretary of state, which is not expected until after the Tailored Review is published.	

**By the end of September 2019, the Parole Board will:**

<b>Task</b>	<b>Responsible</b>	<b>Progress</b>	<b>Next Steps</b>	<b>Status (Red, Amber, Green)</b>
Extend the pilot of 'live' oral hearings.	<b>Director of Business Development and Improvement</b>	This has been built into the digital teams plans for 19-20		

Fully implement a new Learner Management System (LMS) for members	<b>Director of Member Development and Practice</b>	This has been built into the MDP teams plans for 19-20		
Develop and test an online decisions portal for Parole Board decisions	<b>Director of Business Development and Improvement</b>	STOPPED		
Achieve reaccreditation of investors in people	<b>Head of Corporate Services</b>	This has been planned for September 2019 to allow for the tailored review to complete.		
Fully implement the Quality Assurance Framework (QAF) for Members	<b>Director of Member Development and Practice</b>	The build of the product to support the QAF has been built into the digital teams plans for 19-20		





**Financial and Human Resources**



The Parole Board has allocated its finance and administrative resource to achieve the tasks set out in the Business Plan 2018-19:

	<b>Headcount for 18/19</b>	<b>Resource allocated for 17/18 £m</b>	<b>Capital allocated for 17/18 £m</b>
<b>Director of Member Development and Practice</b>	<b>16.6</b>	<b>X</b>	
<b>Head of Operations</b>	<b>86.00</b>	<b>X</b>	
<b>Director of Business Development and Improvement</b>	<b>18.0</b>	<b>X</b>	<b>0.36m</b>
<b>Corporate Services (HR, FIN &amp; COR)</b>	<b>9.6</b>	<b>X</b>	
<b>Litigation</b>	<b>7.0</b>	<b>X</b>	
<b>CEO</b>	<b>3.4</b>	<b>X</b>	
<b>Total</b>	<b>140.6</b>	<b>14.9m</b>	<b>0.3m</b>
<b>Transparency</b>	<b>5.4</b>		

**(additional to  
budget for  
18\_19**

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## Risks

The Parole Board has six strategic risks which could impact on its ability to deliver our strategy:

### 1. Caseload:

There is a risk that the Parole Board does not manage its caseload in the most efficient way possible.

Controls in place:

- Work with stakeholders to monitor and work on incomplete dossiers
- A project looking at the causes of deferrals where caseworkers, stakeholders and members are working together to develop action plans to reduce them
- Regional/local operational performance data analysis

### 2. Digitalisation and resilience

There is a risk that the Parole Board is unable to deliver all or part of its digitalisation programme to the timescale and quality required

Controls in place:

- In-house team supported by IT consultancy for managed service
- Good communications and dialogue with MoJ IT and digital experts
- Records are stored in the cloud rather than on devices

### 3. Serious Further Offences

There is a risk that a serious further offence committed by someone released by the Parole Board could undermine public's confidence in the parole system

Controls in place:

- Media lines and handling processes agreed
- Using broadcast and digital social media to respond
- Monitoring press for Parole Board related stories

#### **4. Key Personnel and Forward Planning**

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

Controls in place:

- Shadowing / coaching / mentoring
- People plan and review of team structures, including resilience
- L&D strategy for key capability gaps

#### **5. Diversity**

There is a risk that a lack of diversity of either staff or members gives the perception that the Parole Board does not fully reflect our customer base

Controls in place:

- Equality & Diversity Group project to link up diversity strategy
- Target right communities before next campaign

#### **6. Reputation**

There is a risk that something happens which adversely affects the Parole Board's reputation or undermines the public's confidence in the parole system

Controls in place:

- Outreach and improved communications with public
- Collaborate with victims and prisoner groups to develop communications products and messages
- Project to increase openness and transparency and provide summary decisions
- Move out of 102 Petty France
- Open Board Meetings
- Crisis management processes

**Parole Board Strategic Priority Projects and Programmes 2018\_2019**

A) Process Efficiency	B) Quality Decision Making	C) Openness and Transparency
<p><b>A1 COMPASS (BIDD)</b></p> <ul style="list-style-type: none"> <li>1) Members</li> <li>2) Stakeholders</li> <li>3) Staff</li> </ul> <p><b>£15,000 resource</b></p>	<p><b>B1 RADAR (MDP)</b></p> <ul style="list-style-type: none"> <li>1) Reflective practice</li> <li>2) Decision making framework</li> </ul> <p><b>£95,000 resource</b></p>	<p><b>C1 Transparency (BIDD)</b></p> <ul style="list-style-type: none"> <li>1) Summaries and better Info/website</li> <li>2) Reconsideration mechanism</li> <li>3) Rules review</li> </ul> <p><b>£440,000 + additional funding from MoJ needed</b></p>
<p><b>A2 Better Case Management (OPS)</b></p> <ul style="list-style-type: none"> <li>1) Handbook</li> <li>2) Decision making</li> <li>3) Directions and Disclosure</li> <li>4) PPCS/stakeholder improvements</li> </ul> <p><b>£ TBC</b></p>	<p><b>B2 Member Quality and Guidance (MDP)</b></p> <ul style="list-style-type: none"> <li>1) Quality Assurance Framework</li> <li>2) Member Guidance: CAPP</li> <li>3) Learning and Development Strategy</li> <li>4) Member Escalation Framework</li> </ul> <p><b>£30,000 resource (excludes LMS which is at D1)</b></p>	<p><b>C2 Equality and Diversity (MDP)</b></p> <ul style="list-style-type: none"> <li>1) Outreach programme.</li> <li>2) Increase diversity of workforce (staff and members)</li> <li>3) Data analysis and production that relates to protected characteristics</li> <li>4) Equality impact assessments</li> </ul> <p><b>£ TBC</b></p>
<p><b>D) Continuously Improving the way we work</b></p>		
<p><b>D1 Digital Modernisation of Infrastructure (BIDD)</b></p> <ul style="list-style-type: none"> <li>1) Office Move (£ picked up by MoJ)</li> <li>2) Embed 0365 for members and staff, including replacing members extranet with sharepoint (£0 - using BAU resources)</li> <li>3) Digital Recording (£5000)</li> <li>4) 'Live' oral hearings, including Wifi in prisons (£12,000)</li> <li>5) New interface for PPUD and cloud hosting (£360,000 CAPEX)</li> <li>6) Template dev for Compass and Radar (£2000)</li> <li>7) Discovery for Learner Management System (£30,000 est. MDP lead)</li> <li>8) Discovery for Online Decisions Portal (£75,000 est. additional funding needed)</li> </ul> <p><b>£ 360,000 CAPEX for 5 + £20,000 resource for 3,4&amp;6 + £30,000 resource for 7. Additional funding needed for 2 (TBC) and 8 (£75,000). 1 to be picked up by MoJ as part of MoJ transformation.</b></p>		
<p><b>D2 People Development and Planning (BIDD)</b></p> <ul style="list-style-type: none"> <li>1) Digital Capability</li> <li>2) Leadership and Management Skills</li> <li>3) Making Effective Decisions Training</li> <li>4) Specialist Training</li> </ul> <p><b>£ 8,000 + £750 BIDD + £750 IT</b></p>		

