

the
**Parole
Board**

working with others
to protect the public

**Strategy 2020 to 2022
and
12 Month Business Plan
April 2020 – March 2021**

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 where we are satisfied that effective arrangements are in place to manage their risk.

We have 3 strategic aims that help us to achieve this:

1. We make independent, impartial and **quality** decisions
2. We work **efficiently and effectively** and provide value for money
3. We seek to be as **open and transparent** as possible

We Value ...

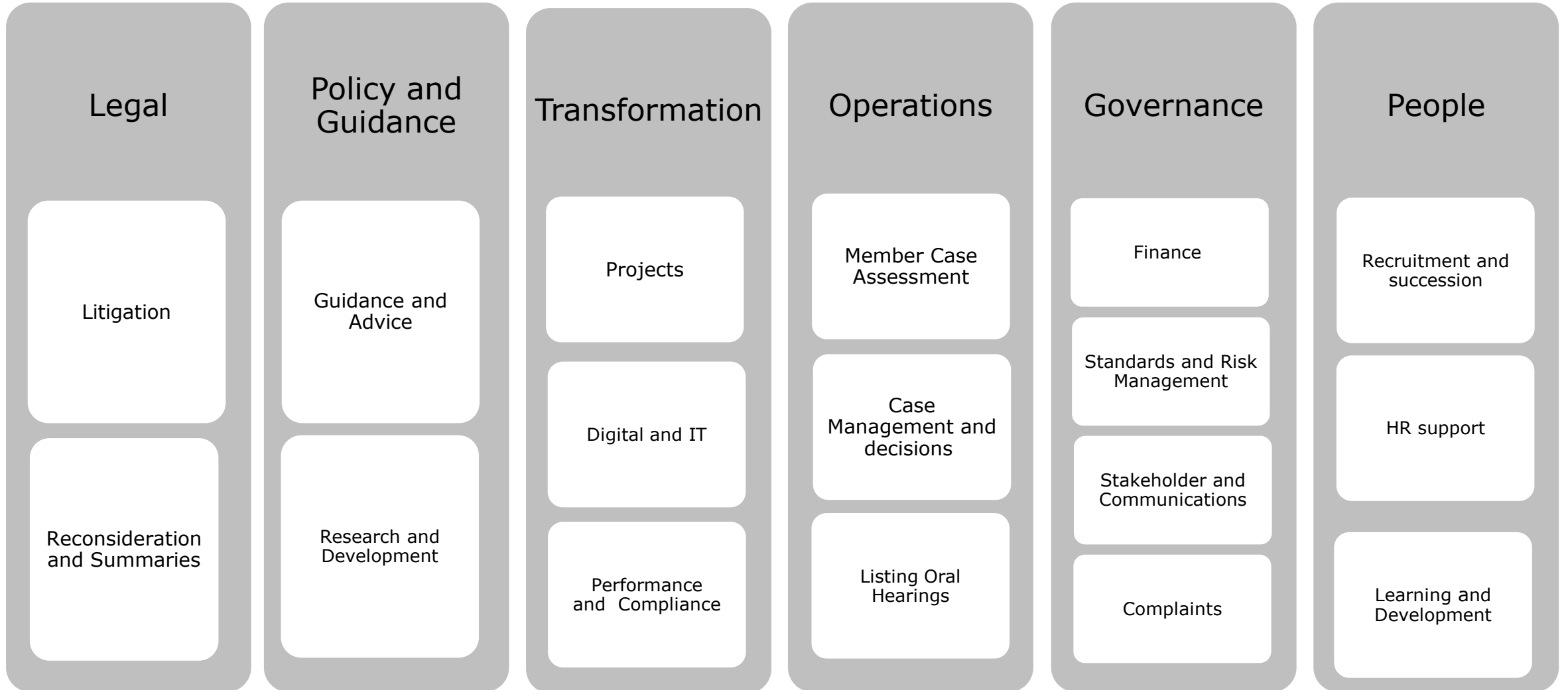
- **Fairness**
- **Independence**
- **Transparency**

We are ...

- **Confident**
- **Collaborative**
- **Reflective**
- **Respectful**

Functional Hubs

Our 280 decision makers (the members) are supported by our 165 Secretariat staff that are arranged into 6 functional hub. Tasks within the business plan are allocated to the relevant lead functional hub.



Executive Summary: 5 Key Priorities for 2020-2021

Key Priorities	By September 2020	By April 2021
Increase the Boards chairing capacity and capability	<ul style="list-style-type: none"> • Develop our work force plan for members and the secretariat, including chairs • Complete member fees review in consultation with MRG • Agree 15-year tenure with Cabinet Office • Develop a new chair pathway and support package, including support from case managers • Undertake outreach with potential chairs • Review accreditation criteria for single chairs 	<ul style="list-style-type: none"> • Train and mentor at least 50 new chairs • Direct chair recruitment • Make changes to the fee structure and improve the process for paying these from PPUD • Implement 15-year tenure across the membership • Ensuring a balance workload for chairs and better case management support
Have a more proportionate approach to dealing with Determinate Recalls	<ul style="list-style-type: none"> • Test a new way of managing determinate recall cases 	<ul style="list-style-type: none"> • Roll out a new operating model for managing Determinate Recall cases
Reduce paper cases outstanding for a review (MCA)	<ul style="list-style-type: none"> • Work with HMPPS to accurately forecast monthly caseloads 	<ul style="list-style-type: none"> • Monitoring and escalation procedures in place to ensure members availability is being used fairly for the benefit of prisoners and victims waiting for review
Equip members to deal with extremism and terrorist cases	<ul style="list-style-type: none"> • Publish guidance on TACT cases that reflects current priority and security policy • Specialist members and staff trained to manage TACT cases • Work with MoJ to understand the pipeline of TACT cases 	<ul style="list-style-type: none"> • Mandatory training on TACT and extremism for all members and staff.
Review the Reconsideration mechanism after 12 months	<ul style="list-style-type: none"> • Publish key reconsideration decisions online • Review the reconsideration process 	<ul style="list-style-type: none"> • Publish all Reconsideration decisions online

1. We make independent, impartial and **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.
- Operating a **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 carry out their role effectively.
- Working with others to **safeguard our independence**.

What we want to achieve by April 2021:

- Use research to inform our understanding of, and approach to, risk
- Embed across the membership a revised reasons framework for decision making about risk and promote and test reflective practice
- Provide more legal training and support
- Ongoing training, quality assurance and performance review
- Increase chairing capability within the membership
- Rigorous and open recruitment processes that represents the public that we serve
- Work with others to implement the recommendations from reviews affecting the Parole System, including the Parole Board Tailored Review 2019

The KPI we will measure our success against is:

- 95% of cases heard by the Review Committee are found to be justified by the Review Committee

Success Measures we will monitor are:

- More than 14% of Parole Board members are from a BAME background by April 2022
- 95% of reconsideration applications have a decision made in 21 days
- Staff engagement scores increase by 2% annually
- 50% more chairs

Risks that need to be managed and key controls:

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

- Continue targeted outreach as part of member recruitment
- Mandatory E and D training for all members and staff

Succession Planning - *when key people leave the Parole Board it affects our ability to deliver our strategy*

- Embed restructured secretariat
- 15 year tenure for members

Quality Assurance - *quality assurances do not work effectively*

- RADAR decision project
- Review of QA process with audit and risk committee and standards committee oversight

1. We make independent, impartial and **quality** decisions

How we will achieve it:

Outcome	By September 2020	Owner	By April 2021	Owner
Use research to inform our understanding and approach to risk	<ul style="list-style-type: none"> Update our research priorities and publish on web pages Further expand relationships with the research community and partner with external academics to support research agenda Consider findings from IPP studies completed and how they can contribute to IPP progression 	Policy and Operations	<ul style="list-style-type: none"> Implement a member register of expertise to capture member knowledge to support evaluating research findings and reflect this in policy and practice if necessary 	Policy
Embed across the membership a revised reasons framework for decision making about risk, promote and test reflective practice	<ul style="list-style-type: none"> Run reflective practice sessions for members Test a new oral hearings reasons framework 	Director of Special Projects, Policy and People	<ul style="list-style-type: none"> Implement a new reasons writing framework, including training for members. 	Policy and People
Provide more training and support on legal issues	<ul style="list-style-type: none"> Provide training on legal issues via face to face drop-in sessions or surgeries for members 	Legal and Policy	<ul style="list-style-type: none"> eLearning modules to support training on legal issues for members 	People
Ongoing development, quality assurance and performance review	<ul style="list-style-type: none"> Reviewed quality assurance processes and look at how 360 feedback could be used better Embed operational member utilisation and escalation processes to support member quality assurance processes. 	People Governance & Operations	<ul style="list-style-type: none"> Roll out a new QA process eLearning live to support MCA processes Mandatory training for TACT and E&D for all members and staff. 	People and Governance
Increase chair capability within the membership	<ul style="list-style-type: none"> Develop a new chair pathway and support package, including support from case managers Undertake outreach with potential chairs Review accreditation criteria for single chairs 	People & Operations	<ul style="list-style-type: none"> Train and mentor at least 50 new chairs 	People
Rigorous and open recruitment processes that represents the public that we serve	<ul style="list-style-type: none"> Complete the Midlands and Wales member recruitment campaign Strengthen the case management teams Develop our work force plan for members and the secretariat, including chairs 	Director of Special Projects, Operations and People	<ul style="list-style-type: none"> Direct chair recruitment 	Director of Special Projects
Work with others to implement the recommendations from reviews affecting the Parole System, including the Parole Board Tailored Review 2019	<ul style="list-style-type: none"> Complete member fees review in consultation with MRG Agree 15-year tenure with Cabinet Office Scope the business case for a new website Engage with ministers and senior officials on the government's domestic agenda, roots and branch review of the Parole Board 	Governance and Director of Special Projects	<ul style="list-style-type: none"> Make changes to the fee structure and improve the process for paying these from PPUD Implement 15-year tenure across the membership Bring forward plans to the MC for a holistic member strategy 	Transformation and Director of Special Projects

2. We work **efficiently and effectively** and provide value for money

We do this by:

- Ensuring that all 26,000 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 April 2021:

- The right remit and forward forecasting of our workload
- Better dossiers
- Better case management and deployment of our resources

The KPI we will measure our success against is:

- 90% of decisions are issued within 14 days of the oral hearing with adjournment notices issued in all other cases.

Success measures we will monitor are:

- Maintain GPP cases outstanding at less than 20% of active caseload.
- 95% of cases have a hearing date within 3 months of being made ready to list
- Less than 10% of oral hearings are deferred on the day.
- 70% of cases conclude on the day.
- In year budget variance is under 1%, with no overall overspend

Risks that need to be managed and key controls in place:

Budget - we are unable to deliver our strategic objectives due to insufficient budget/funds

- Continue monthly reviews with finance business partner and involve finance business partners in key projects
- Ongoing engagement with analysts and policy officials in MoJ to understand impact of changes in the prison population or legislation on our work

Digitalisation resilience – *unable to run our digital systems to the quality required*

- In house IT team supported by an external supplier
- Modern cloud based storage systems for IT products and services

Operational case management – *we do not manage our caseload in the most efficient way possible*

- Dossier checking and rejection process
- Monitoring member utilisation

2. We work **efficiently and effectively** and provide value for money

How we will achieve it:

Outcome	By September 2020	Owner	By April 2021	Owner
The right remit and forward forecasting of our workload	<ul style="list-style-type: none"> • Test a new way of managing determinate recall cases • Work with HMPPS to accurately forecast monthly caseloads • Have plans in place to manage EDS cases • Work with MoJ to understand the pipeline of TACT cases 	Transformation & Operations	<ul style="list-style-type: none"> • Roll out a new operating model for managing determinate recall cases 	Transformation and Operations
Better dossiers	<ul style="list-style-type: none"> • Work with HMPPS and IT to improve the compilation of dossiers, limiting duplication where possible. • Scope and develop the operational process for the management of a dossier including the initial review, and compilation. 	Transformation & Operations	<ul style="list-style-type: none"> • Look at opportunities to increase automation of dossier production with HMPPS • Go and see how other organisations who undertake risk-based decision making are using artificial intelligence to support their work. 	Transformation
Efficient case management and deployment of our resources	<ul style="list-style-type: none"> • Work with HMPPS regional psychology service to expand processes that could help reduce deferrals • Evaluate third party directions compliance by PB and agree next steps • Work with our stakeholders to improve HMPPS directions compliance by improving the current escalation processes. • Undertake outreach to increase the number of chairs and make best use of chair availability • Work with HMPPS to ensure the standards for parole hearings are met at a local level • Provide access to information for members electronically in establishments • Ensure that SharePoint works, is up to date, and used. • Complete the project to modernize PPUD and move it to the cloud • Complete a streamlining project to improve the management of mental health cases. • Publish guidance on TACT cases that reflects current priority and security policy. • Train specialist members and staff to manager TACT cases 	Operations, Transformation and Policy	<ul style="list-style-type: none"> • Ensure a balance workload for chairs and better case management support • Promote opportunities for secretariat and members to shadow each other's work • Have Monitoring and Escalation procedures in place to ensure members availability is being used fairly for the benefit of prisoners and victims waiting for reviews • Review the current case management model to ensure our processes are providing quality and added value to support the membership. 	Operations and Transformation

3. We seek to be as **open and transparent** as possible

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 April 2021:

- Provide better information about Parole Board decision-making to prisoners, their families, victims and the public
- A robust system for providing information about individual cases
- Make parole hearings more open
- Provide better access to data

The KPI we will measure our success against is:

- 95% of summaries are produced within 14 days of the decision being issued

Success measures we monitor are:

- Parole Board social media content is retweeted and liked at least a 1000 times
- 80% of those involved in Parole Engagement events agree it was helpful

Risks that need to be managed and key controls in place:

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

- Decision summaries to explain reasons for decision to release available to victims, media and the public
- Review committee consideration of SFO cases

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

- CEO engagement as needed with MP's or victims as needed in high profile cases
- Proactive media about the work of the Board. Protocol in place with MoJ for media access to parole hearings

GDPR Compliance - *we are not GDPR compliant*

- Asset register which is independently reviewed regularly
- Data sharing agreements for key systems that are shared with other organisations ie PPUD/the CMS.

3. We seek to be as **open and transparent** as possible

How we will achieve it:

Outcome	By September 2020	Owner	By April 2021	Owner
Provide better information about Parole Board decision-making for prisoners, their families, victims, and the public.	<ul style="list-style-type: none"> • Publish standard practice documents, setting out clear information to support substantive guidance • Publish a guide for prisoners representing themselves at parole hearings • Publish an information booklet for families and friends of people in prison • Publish a quick reference leaflet for victims of crime 	Governance and Policy	<ul style="list-style-type: none"> • Expand our digital and social media platforms • Publish fully formatted revised member guidance on our website • Ensure published guidance benefits from continuous improvement and is responsive to changes in policy and practice and to emerging research 	Governance and Policy
A robust system for providing information about individual cases	<ul style="list-style-type: none"> • Provide summaries and background briefing on individual cases as requested • Publish key reconsideration decisions online • Review the Reconsideration process 	Legal and Governance	<ul style="list-style-type: none"> • Publish all reconsideration decisions online • Publish summary decisions on our website that have been reported in the press 	Legal and Governance
Make parole hearings more open	<ul style="list-style-type: none"> • Support and air a documentary for the BBC about parole • Engage with key stakeholders, politicians and media figures on how the parole process works and provide opportunities for them to attend oral hearings if relevant • Continue to engage with the Victims' Commissioner on victim issues and contribute to the review of the Victims' Code 	Governance, Policy and Transformation	<ul style="list-style-type: none"> • Increase opportunities for victims to attend Oral Hearings making a greater use of video links • Implement changes resulting from new laws to provide victims automatically with updates on release of prisoners 	Transformation and Policy
Provide better access to data	<ul style="list-style-type: none"> • Improve processes and mechanisms in place to provide data on activity and performance • Share evidence about how the Parole board protects the public on digital and social media 	Governance, People and Operations, Policy	<ul style="list-style-type: none"> • Update our website platform in light of recommendations from the Tailored Review 	Transformation and Governance

What resources we have to deliver this:

Team	Headcount – To deliver for next year	Resource allocation
Executive Office	7	0.059m
Policy and Guidance	6	0.086m
Transformation	11	1.436m
Operations	106	10.463m
Governance	11	0.475m
People	11	7.621m (includes 6.577m staff costs)
Legal	13	0.720m
TOTAL	165	20.860m