

Independent, Impartial and Fair Decision Making

We will make sure parole decisions are fair, consistent and well explained. Clear written decisions help people understand why decisions are made and reduce the risk of legal challenge. We will learn from past cases, quality checks and court decisions, and use that learning to improve guidance, training and everyday practice.

- ◆ Learn continuously from reconsideration and set aside decisions, legal cases, and quality assurance feedback and use this learning to improve guidance and training.
- ◆ Keep guidance clear, up to date and easy to understand so members can apply the law consistently, especially in higher risk cases.
- ◆ Deliver a single, joined up training and development programme so members are supported through their accreditations and their time with the Board and can deliver high quality, evidence based and timely judicial decisions.
- ◆ Work with the Ministry of Justice to acquire proportionate new powers to deliver public hearings with greater ease, supported by clear safeguards, guidance and training.

Efficiency and Effectiveness

Working in collaboration with other, we will improve how cases move through the parole system so decisions are made more quickly, efficiently and consistently. This will help reduce delays, improve accountability and ensure decision makers focus on their core role.

- ◆ Improve the way cases are managed by moving to end to end case management for all parole casework, with an improved work allocation system, clearer ownership of cases, better continuity and appropriate use of delegated authority.
- ◆ Strengthen system wide performance by working closely with partners, improving data quality and tackling the main causes of delays and adjournments, and continue to accelerate safe progression for the IPP cohort while maintaining public protection.
- ◆ Build the skills and confidence of staff and members so they can deliver the new operating model fairly and effectively and ensure capability levels are sufficient to meet demand following implementation of the Sentencing Act.
- ◆ Use technology, including carefully governed use of AI, to reduce low risk administrative work and improve access to information, while keeping professional judgement central to decisions.

Transparency

We will increase openness and public understanding of the parole process, while protecting fairness and safety. This includes providing better support for victims and clearer information about how decisions are made for victims and prisoners.

- ◆ Improve how we engage with victims by providing clear information, listening to feedback and using learning to improve practice.
- ◆ Increase the number of hearings run in public and improve the experience for observers, with strong safeguards in place.
- ◆ Pilot the publication of carefully redacted decisions so people can better understand how parole decisions are reached.
- ◆ Improve the Parole Board website so information is easier to find, understand and use.
- ◆ Strengthen public understanding of parole through clear communication with the media, stakeholders and Parliament.

Diversity and Inclusion

We will build an organisation that reflects the communities it serves and supports people to thrive. Inclusion, wellbeing and fairness will be built into how we lead, govern and develop our people.

- ◆ Create a resilient leadership and Secretariat support structure that strengthens delivery and supports strategic development at the Board.
- ◆ Support staff development, wellbeing and fair progression through equitable opportunities and inclusive career pathways. Support member development and wellbeing by offering inclusive learning, listening to feedback and involving members in decisions that affect them.
- ◆ Ensure the recruitment of new members and staff is reflective of the wider community and continue to publish parole outcome by ethnicity and gender.

Develop a People Strategy which sets out how the Parole Board will develop its workforce, leadership and culture and establish a People, Workforce and Culture Committee to monitor this, oversee people priorities and embed equality, diversity and inclusion in decision making.