

**Parole Board for England and Wales
Strategy 2018 to 2020
and
18 Month Business Plan
April 2018 to September 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.

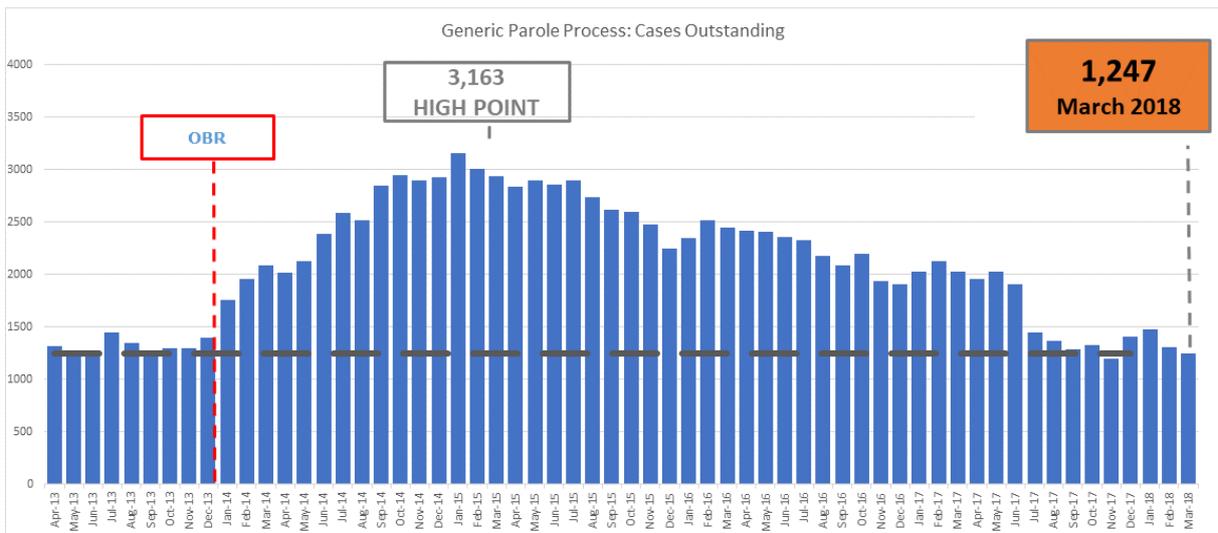
The Parole Board has four overarching aims:

The strategic aims from now till 2020 are:

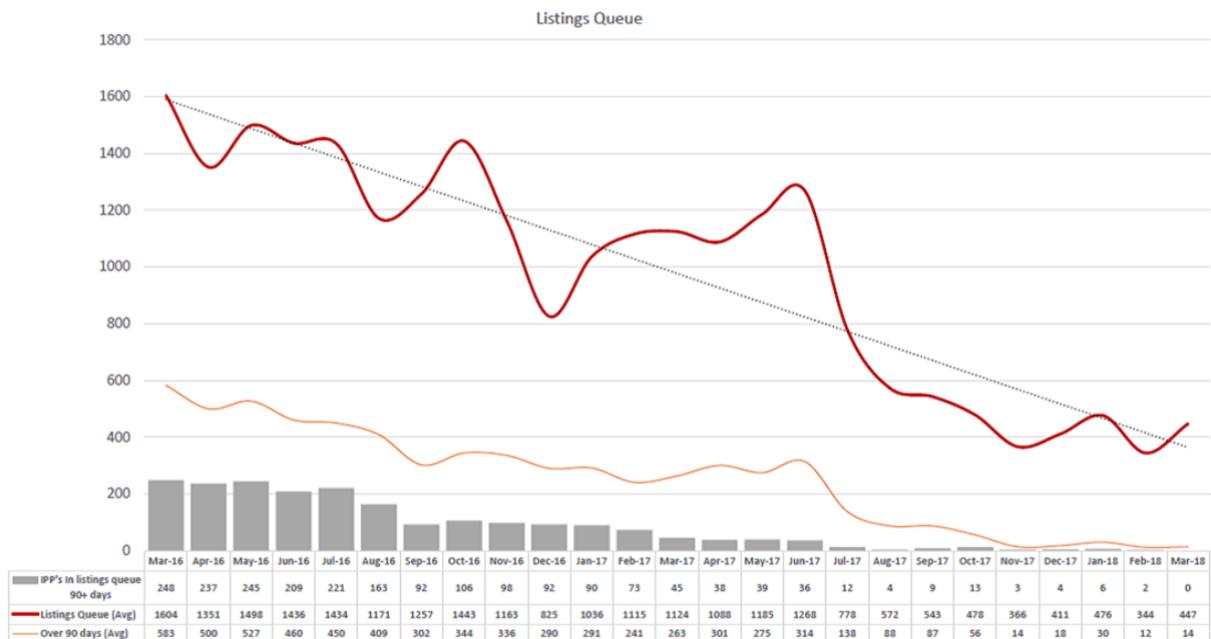
- 1 Efficient processing of parole cases leading to the timely conclusion of cases and safe release of prisoners back into the community
- 2 Ensure the independence and quality of the Parole Board's decision-making
- 3 Ensure openness and transparency of the Parole Board's processes and decision-making
- 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 50th 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.



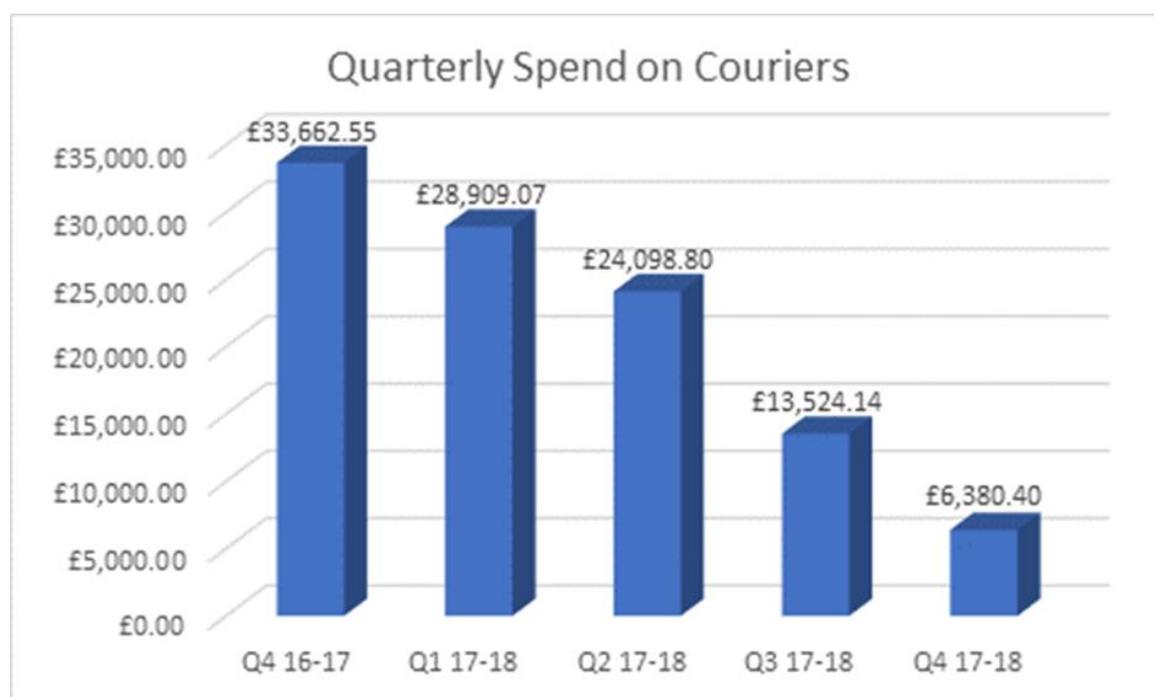
The reduction in cases can be seen in the number of cases in the queue, as below.



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.

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:

Task	Responsible
List 700 cases a month. (Approximately 650 initial listings, and 50 replacement listings)	Director of Member Development and Practice
Pilot a project to stop deferrals happening on the day of prisoners' parole hearings, review its effectiveness, and roll the	Director of Business Development and Improvement

principles out across the membership (Project COMPASS)	
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	Head of Operations
Introduce new KPI measures based on workload, timeliness and case completion	Head of Corporate Services
Scope delegated authority to case managers, review decision making authorities between case managers and members, and between the Parole Board and HMPPS	Head of Operations

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

Task	Responsible
Pilot changes in delegated authorities to case managers	Head of Operations
Support HMPPS implementation of 4 further progression regimes for IPP prisoners	Head of Operations
Test case conferencing to manage deferred cases	Director of Business Development and Improvement
Implement action plans to reduce deferrals in at least 6 prisons and evaluate whether these changes could be scaled out further (Project COMPASS)	Director of Business Development and Improvement
Have effective plans in place to manage Extended Determinate Sentence (EDS) cases	Head of Operations
Scope a new model for handling recall cases referred to the Parole Board	Head of Operations
New handling processes for cases involving non-disclosure of information on national security grounds	Director of Business Development and Improvement

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

Task	Responsible
Roll out new processes with stakeholders to reduce deferrals	Director of Business Development and Improvement
Implement new decision-making authorities between case managers and members, and the Parole Board and HMPPS	Head of Operations
Roll out changes in delegated authorities to case managers following the pilot	Head of Operations

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:

Task	Responsible
Run a programme of regional reflective practice events for members	Director of Member Development and Practice
Ensure research findings are shared and fed into policy development	Director Business Development and Improvement
Facilitate a research project on decision making in indeterminate cases and make recommendations to the management committee	Director of Business Development and Improvement
Provide guidance and support to members on handling un-convicted offending	Director of Member Development and Practice

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

Task	Responsible
Launch revised member guidance in a digital format	Director of Member Development and Practice
Launch a risk decision making framework	Director of Member Development and Practice
Launch a new member escalation	Director of Member

framework	Development and Practice
Launch the Quality Assurance Framework (QAF) on a digital platform to support member performance and development	Director of Member Development and Practice
Develop a policy for an internal process for reconsidering Parole Board decisions	Head of Litigation
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.	Director of Business Development and Improvement
Review the Parole Board Rules of Procedure	Head of Litigation
Deliver a series of regional training workshops on effective questioning for members	Director of Member Development & Practice
Develop a learning & development strategy for members	Director of Member Development & Practice

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

Task	Responsible
Implement changes to the Parole Board Rules of Procedure	Head of Litigation
Implement a new reconsideration mechanism for Parole Board Decisions	Head of Litigation

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
Improve the information about parole on gov.uk, making best use of digital and social media	Director of Business Development and Improvement
Run a targeted recruitment campaign for retired judges and psychiatrists	Director of Member Development and Practice
Put in place a process to provide summary decisions to victims and the media on request	Director of Business Development and Improvement
Consult widely on how Parole Board decisions could be reconsidered and inform the MoJ consultation	Director of Business Development and Improvement
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

Collaborate with victims' organisations to improve the information we provide to victims and internal training and guidance for staff and members	Director of Business Development Improvement
Work with Victim Contact Services to help them support victims through the parole process.	Director of Business Development Improvement
Engage with diversity groups to encourage a wider diversity of member applicants for the 2019 recruitment campaign	Director of Member Development and Practice

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

Task	Responsible
Launch a revised reasons writing framework, to facilitate the production of decision summaries within the full decision template	Director of Member Development and Practice
Proactively use broadcast, print and social media opportunities to share messages that are important to the general public	Director of Business Development and Improvement
Publish up to date reports on performance, including outcomes by ethnicity	Head of Corporate Services
Undertake a programme of outreach to national and regional media providers about parole	Director of Business Development and Improvement
Involve members and staff in agreeing a new communications strategy based on the Parole Board's values	Director of Business Development and Improvement

By the end of September 2019, we will:

Task	Responsible
Review the effectiveness of summary decision processes and make recommendations to the Management Committee on next	Director of Business Development and Improvement

steps	
Recruit and train new independent Parole Board Members and increase diversity of the membership	Director of Member Development and Practice
Implement a new communications strategy based on the Parole Board's values	Director of Business Development and Improvement
Continue to target and collaborate with third sector groups for improved membership diversity	Director of Member Development and Practice

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
Complete the roll out of digital devices to panel chairs so that 100% of hearings are digitally recorded	Director of Business Development and Improvement
Move out of 102 Petty France to a better location that provides greater independence from MoJ and a modern working environment in Canary Wharf	Director of Business Development and Improvement
Identify a new learner management system (LMS) to facilitate implementation of the Quality Assurance Framework (QAF) for members	Director of Member Development and Practice
Fully comply with GDPR and DPA 2018 and ensure all staff and members are aware of their responsibilities in it	Head of Corporate Services
Continue to engage with other agencies in problem solving through	Director of Business Development and

regular meetings and forums nationally and regionally	Improvement
Launch a new learning and development strategy for staff, informed by staff engagement survey results	Director of Business Development and Improvement
Review the Young Adults oral hearing pilot and make recommendations to the Management Committee	Director of Business Development and Improvement

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

Task	Responsible
Embed the use of Office 365 with members and staff, and make better use of the shared drives and templates	Director of Business Development and Improvement
Scope the possibility of an online decision portal	Director of Business Development and Improvement
Test 'live' parole hearings using Wi-Fi and assess the business case to extend this wider	Director of Business Development and Improvement
Provide a new more user-friendly interface and full cloud hosting for the case management system	Director of Business Development and Improvement
Undertake equality impact assessments as part of leading and managing change.	Director of Business Development and Improvement
Review member work portfolios, subject to any changes in member tenure.	Director of Member Development & Practice

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

Task	Responsible
Extend the pilot of 'live' oral hearings.	Director of Business Development and Improvement
Fully implement a new Learner Management System (LMS) for	Director of Member Development and Practice

members	
Develop and test an online decisions portal for Parole Board decisions	Director of Business Development and Improvement
Achieve reaccreditation of investors in people	Head of Corporate Services
Fully implement the Quality Assurance Framework (QAF) for Members	Director of Member Development and Practice

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:

	Headcount for 18/19	Resource allocated for 17/18 £m	Capital allocated for 17/18 £m
Director of Member Development and Practice	16.6	X	
Head of Operations	86.00	X	
Director of Business Development and Improvement	18.0	X	0.36m
Corporate Services (HR,FIN & COR)	9.6	X	
Litigation	7.0	X	
CEO	3.4	X	
Total	140.6	14.9m	0.3m
Transparency (additional to budget for 18_19)	5.4		

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

