

# the Parole Board for England and Wales

## Annual Report and Accounts 2013/14



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Report Presented to Parliament pursuant to paragraph 11 of Schedule 19 of the Criminal Justice Act 2003



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The Right Honourable Chris Grayling MP  
Lord Chancellor and Secretary of State for Justice  
Ministry of Justice  
102 Petty France  
London, SW1H 9AJ

8 July 2014

Dear Justice Secretary

I have pleasure in presenting to you the Parole Board's Annual Report and Accounts for 2013/14.

The report records the work carried out by the Board last year to achieve our aim of making risk assessments that are rigorous, fair and timely while protecting the public and contributing to the rehabilitation of prisoners.

During the past year we have faced the ongoing challenge of a significant rise in our oral hearings caseload following the Supreme Court Judgment in the case of Osborn and others handed down in October 2013. Our response has been to hold a record number of oral hearings during the last six months of the year and to implement short term changes to adapt to shifts in casework from paper reviews to more resource intensive oral hearings. We also set up a large scale project to prepare and plan for a radical redesign of our case management model, which will continue to run through 2014.

The coming year also promises to be a challenging one as we work to hold down the backlog of outstanding cases in the face of a rising oral hearing demand, and against a background of immense change across our partner agencies within prisons and probation, as well as changes to Legal Aid.

The Board will continue to focus on making right and fair decisions at the right time, utilising resources across the whole system as efficiently as possible to best protect the public.

I am pleased to say that the Board's Accounts have once again received an unqualified certification from the Comptroller and Auditor General.

Yours sincerely



Sir David Calvert-Smith  
Chairman

# Mission Statement

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

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# About the Parole Board

## What is the Parole Board?

The Parole Board is an independent body which works with its criminal justice partners to protect the public by deciding whether prisoners should be safely released into the community.

## What are the aims of the Parole Board?

The Parole Board aims to:

- Make risk assessments which are rigorous, fair and timely with the primary aim of protecting the public and which contribute to the rehabilitation of prisoners where appropriate.
- Promote the independence of and confidence in the work of the Board, while effectively managing change.
- Demonstrate effective and accountable corporate governance by maintaining strong internal control, setting clear objectives and managing corporate risk, and delivering best value by the best use of resources, while effectively managing change.

## What are the responsibilities of the Parole Board?

The Parole Board for England and Wales was established in 1968 by the Criminal Justice Act 1967. It became an Independent Executive Non-Departmental Public Body (NDPB) on 1 July 1996 under the Criminal Justice and Public Order Act 1994. The Parole Board's role is to make risk assessments about prisoners to decide who should be released into the community and to make recommendations to the Secretary of State for Justice as to their suitability for transfer to open prison conditions.

The Parole Board is responsible for considering the following types of cases:

### Indeterminate sentence prisoners

These consist of life sentence prisoners (mandatory life, discretionary life and automatic life sentence prisoners and at Her Majesty's Pleasure detainees) and prisoners given Indeterminate Sentences for Public Protection (IPP). The Parole Board considers whether these prisoners no longer pose a significant risk of serious harm to the public and should therefore no longer be confined once they have completed their tariff (the minimum time they must spend in prison) and also whether they are safe to re-release following recall for a breach of their licence conditions (the rules which they must observe upon release). In most cases, if the prisoner is not considered safe to release, the Parole Board will then advise the Secretary of State whether it believes that the prisoner can be safely progressed to an open prison, where he or she will, when it is deemed appropriate by the prison authorities, begin temporary release to the community.

### Determinate sentence prisoners

These are Discretionary Conditional Release (DCR) prisoners sentenced to more than 4 years imprisonment whose offence was committed before 4 April 2005; prisoners given Extended Sentences for Public Protection (EPP) for offences committed on or after 4 April 2005; and prisoners given an Extended Determinate Sentence (EDS) after 3 December 2012. The Parole Board decides whether to direct the release of those who have completed the minimum time they must spend in prison and whom the Parole Board considers safe to release into the community. The Parole Board also decides whether determinate prisoners referred by the Secretary of State following recall to prison for a breach of their licence conditions (the rules which they must observe upon release) are safe to re-release into the community.



The principles are the same for both types of prisoner. If the prisoner is assessed as posing a significant risk of serious harm to the public or a section of it he must not be released. If he is not so assessed he must be released.

### What types of hearing does the Parole Board hold?

The Parole Board receives a dossier. This typically contains the judge's sentencing remarks, reports from prison and probation staff (Offender Supervisors and Offender Managers and others) as well as details of the prisoner's offending history. The dossier also contains a variety of formal risk assessments based on offending history, behaviour in prison, courses completed and sometimes psychological assessments. It may also contain a victim impact statement or a victim personal statement. In short it will contain any material deemed by the Ministry of Justice to be relevant to risk. This may be supplemented by material requested following receipt by the Board or from the prisoner and their legal representative.

All Parole Board reviews are considered initially by a paper panel, which may make a final decision on the papers, or refer the case to an oral hearing. The exceptions to this are life sentence or IPP sentence prisoners at first review following recall, whose cases are always considered at an oral hearing.

### Paper hearings

Parole Board members sit in panels of one, two or three to consider cases on the papers and each member contributes on an equal footing. Any suitably accredited member can sit on these panels. In some cases the paper panel will decide the outcome, in others the panel will send the case to a full oral hearing.

### Oral hearings

These normally take place in prison, although some are heard by video link, and between one and three members may sit on a panel; in the case of a life sentence or IPP prisoner there will normally be 3 members. Panels for life sentence prisoners have until now been chaired by a judge, whereas most IPP cases have been chaired by an experienced and accredited Parole Board independent member. From 1st April 2014, any appropriately skilled and accredited judicial or independent member may chair an oral hearing for a life sentence prisoner. Where the circumstances of the case warrant it the panel will include a psychologist or psychiatrist. The third person will normally be an independent or probation member.

The parties to the hearing are the Secretary of State for Justice and the prisoner. In addition to the prisoner and the panel, others who may be present include the legal representative of the prisoner, an advocate representing the Secretary of State and the victim, and witnesses such as the prisoner's offender manager, offender supervisor and prison psychologist. The victim may also attend in order to present a victim personal statement. In short, any person who has relevant evidence to give concerning the current risk posed by the prisoner may be required to attend. Whilst these hearings are held in private, the panel may also allow the attendance of observers, for example, from the probation service or legal profession, providing the panel, the parties and the relevant prison all agree.

The Parole Board will hold an oral hearing wherever fairness to the prisoner requires one. Following the Supreme Court Judgment in the case of *Osborn, Booth and Reilly* handed down in October 2013, the circumstances in which an oral hearing is required were significantly widened, to include cases in which although neither release nor a recommendation for open conditions are a realistic possibility, there are significant issues which it is appropriate for the Parole Board to consider at an oral hearing.

## Key Statistics

# 24,710

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The total number of hearings conducted during the year. This is compared with 25,016 during 2012/2013.

# 29%

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The percentage of paper hearings that directed the prisoner to an oral hearing. This is an increase from 20% in 2012/2013.

# 5,174

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The number of oral hearings that took place during the year. This compared to 4,628 in 2012/2013. This 12% increase follows on from a similar increase in the preceding year and is linked to an increasing proportion of paper hearings directing the prisoner to an oral hearing.

# 74%

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The percentage of prisoners progressing at the oral hearing stage is the same as last year.

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£12.6m    £1.2m

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The Parole Board budget  
for 2013/14.

The additional funding received  
from the MoJ during the year  
to increase the Parole Board's  
capacity.

92

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92 - The number of staff in post  
(89 FTE) on 31 March 2014.



## Chair's Foreword

### Sir David Calvert-Smith

Over the last 4 decades the Parole Board has played an increasingly important role in the criminal justice system of England and Wales. Parliament has refocused the sentencing process for serious offenders on the continuing risk that an offender may pose to the public after he or she has served the punishment which the crime(s) merited and has entrusted the decision on release to the Parole Board. In addition the Parole Board has been given the task of deciding if and when prisoners released on licence, either automatically or following a Parole Board decision, and then recalled to prison for an alleged breach of that licence, should be re-released. These have resulted in a huge increase in the number of individual decisions we make from a handful of life sentenced prisoners to close to 25,000 a year. Over that time, our members: judges; probation officers; psychologists; psychiatrists; and independent members drawn from other parts of the justice system and from outside it, have, both corporately and individually, developed a unique ability to assess and decide fairly the balance between the protection of the public from serious harm and the general right of any citizen, enjoyed in this country since the 17th century, to liberty.

In last year's foreword, as a new arrival at the Parole Board, I referred to the backlog of work which had been caused by the still growing number of IPP sentenced prisoners whose cases were being referred to the Parole Board. I praised the work of the previous year which had resulted in a halving of the backload of cases awaiting disposal but predicted that more work would be needed to create a process which was swift, efficient and fair.

The Parole Board was in the process of conducting an end to end review of the parole process which involves, of course, many agencies and people outside the Board's control. With huge cooperation from our partners we had made and continued to make great progress.

That work continues. I looked forward to the

changes to the management of offenders after their release from prison brought about by the Transforming Rehabilitation programme which has now been implemented although the key element of ensuring that public safety is not endangered during the period of transition and afterwards remains. We have continued to be involved in that process and those discussions.

The general message was that – with limited public resources and a growing caseload - we would have to work "smarter" since we were almost at full stretch already.

In addition there was a feeling that the governance of the organisation could be improved and we then instituted a Corporate Governance Review to try to improve it. That work was already underway when the Triennial Review of the Board was announced. I am delighted that the responses to Stage 1 of the Review from all sides have stressed the importance of the parole function within the criminal justice system and of the independence necessary to perform that function.

By October 2013 the backlog of cases had reached its lowest level for at least 5 years.

However in that month the Supreme Court delivered its judgment in *Osborn Booth and Reilly*<sup>1</sup> (referred to from now on as *Osborn*). The implications of the decision, put simply, are that the Parole Board will have to hold oral hearings in a huge number of cases which had previously been dealt with on paper. Without setting out the terms of the decision in detail the Parole Board will now hold oral hearings in any case in which there is a relevant factual dispute between the prisoner and the Secretary of State or a witness called on his behalf, and even in cases in which there is no such dispute but a very long time has elapsed since the prisoner's punishment period has expired. The fact that an immediate order for release is unrealistic is not to be a bar to the holding of such a hearing. Initial estimates suggested a possible increase from

1. [2013] UKSC 61

4,500 to 16,000. The consequences of Osborn are not confined of course to the Parole Board but have consequences for all those who attend hearings, prison staff, probation staff and legal representatives and the funding of all 3. Last but by no means least the decision was bound to lead, at least in the short term, to substantial delays in arranging hearings for prisoners.

I am extremely grateful to the Ministry of Justice which responded to the decision with an immediate in year increase in funding together with an increased budget allocation for the year 2014/5.

The reaction of staff at all levels and members to the decision has been astonishing. All have treated the need to work out new ways of working as an opportunity to build on the work already done to improve our efficiency.

In order to ensure that the members who constitute the Parole Board were able to contribute to the increase both in the speed and the degree of change necessary to cope with the consequences of the Osborn decision two series of regional events were held, in November and February, attended in total by well over half the membership. The ideas generated at these events, together with an immediate response from members who volunteered to take part in groups to devise and pilot initiatives, will, if the pilots are successful, enable us to achieve significant efficiencies with no loss of thoroughness or fairness of decision. Another way of ensuring that views are aired and members kept up to date was the launch of a new communications strategy in October 2013. Matters of practice and procedure that are essential to every member in fulfilling their role are delivered by way of a Parole Board Member (PBM) letter. The Members' Newsletter is issued fortnightly. It contains news and items of general interest to the membership.

I have continued to appreciate the contributions made by our partners in particular through the

attendance at the User Group. This enables us to share our ideas and plans for the future and our partners to share their concerns and suggestions for improvement.

During the year the Chief Executive, Claire Bassett and I had the opportunity in December 2013 to describe our work to the Justice Select Committee and in February 2014 to the All Party Parliamentary Penal Affairs Group. The latter was attended, as well as by parliamentarians, by representatives from our principal partners and was an opportunity to seek views on some of our plans.

At the very end of the year the Secretary of State approved our proposal to remove the non-statutory requirement that lifer panels be chaired by current or former judges. Non-judicial chairs had chaired IPP sentenced prisoner panels for years and there is of course, so far as the Parole Board's decisions on release are concerned, no difference whatever between the two sentences, both of which are, in effect, life sentences. Discussions have continued with members to ensure that suitably qualified chairs and panel members are selected for the most complex or otherwise challenging cases.

In conclusion however I must state that the crucial work of the Parole Board has continued. All of us, members and employees alike, are aware of the importance of the decisions we make, to public safety and to prisoners. None of the changes already made, or those we may make, have been, or will be, allowed to deflect us from performing our role fairly and robustly.



**Sir David Calvert-Smith**

**Chairman**

26 June 2014

# Strategic Report

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## Chief Executive's Review of the Year

### Claire Bassett

#### To echo David, this really has been an exceptional year for the Parole Board.

We began the year well, reaping the benefits of the changes we had made during 2012/13. The new organisational structure was bedding in, key staff in place and the end to end review progressing as planned.

We still had some hurdles to overcome, including the departure of the long term MoJ secondees who left us during the year; many after over 10 years with the Parole Board and who we were very sad to say goodbye to. We were also planning the Governance Review and were expecting to begin our Triennial Review during the year. A major piece of work was also needed looking at how our member resource is used and remunerated, something long overdue.

Our business plan for 2013/14 set out a clear priority to make the right decisions at the right time and to do this we needed to reduce both the backlog of cases and deferrals. Progress was good and the reduction we achieved in our backlog shows this. We were also able to make significant progress with more specific areas of work such as witness booking and our casework administration processes. All this hard work was paying off and we were on track to achieve our target of reducing the backlog to a minimum level in two years.

However, Osborn made us look again at how we hear cases at the Parole Board. The judgment was clear that the Supreme Court believed that, for hearings to be fair, oral hearings should be available in considerably wider circumstances. Potentially this has meant needing to hear between two and three times as many cases a month at oral hearings.

The positive response of our members, staff, partners and stakeholders has meant that we have had a unique opportunity to look at the parole process and consider much wider changes than have previously been considered. By involving as many as possible in "Fair for the Future", as we are calling the process of identifying what changes

might be possible, we hope this will mean we are able to hear many more cases with some, limited, additional resources. We must do this in a way that continues to ensure high quality decision making and maintain the public protection that is at the top of the agenda.

Key to a successful organisation is having the right corporate support and structures. We have worked hard to achieve this during 2013/14 with the new directorate structure bedding in well. We have made significant improvements to our approach to financial management and planning as a result. Although the planned move to full shared services was not possible we are now in a much better position to complete the work once able to do so. Similarly, we have begun the improvement process in HR and run unprecedented levels of recruitment this year, as a result of high staff turnover and new posts.

The Operations Team have responded to the Osborn challenge with commitment and resolve. Many case managers now carry twice the caseload they did a year ago and, with the support of caseworkers, we have managed to improve greatly the efficiency with which we work. I am impressed on a daily basis by what our staff have done to achieve this improvement.

The membership is the backbone of the Parole Board and we rely on them, their commitment and flexibility to achieve our aims. Making decisions about whether someone should be released from prison or moved to an open prison is something that is never taken lightly and their commitment to getting this right, combined with a willingness to develop and try new ways of working will be key to the success of Fair for the Future.

Claire Bassett

**Chief Executive and Accounting Officer**  
The Parole Board for England and Wales

26 June 2014



## A Major Challenge

The UK Supreme Court judgment in the case of *Osborn, Booth & Reilly v Parole Board* [2013] UKSC 61 (“Osborn”) determined that the Parole Board should grant oral hearings in a larger proportion of cases in order to satisfy the requirements of fairness.

There remains no statutory entitlement to an oral hearing before the Parole Board for any case other than life or indeterminate sentenced prisoners who are assessed as ‘not unsuitable’ for release, or life, or first review following recall. However, the judgment clearly indicated that the previous policy and practice of the Parole Board could no longer stand. This means a fundamental change in the way the Parole Board regards the purpose of and necessity for an oral hearing in each case before it. While this does not mean that an oral hearing will be necessary in every case, the judgment has significantly broadened the circumstances in which such a hearing will now be required.

Fairness to the prisoner is now the overriding requirement; the perceived utility of an oral hearing is not the deciding factor. Prior to the Supreme Court decision, the domestic courts had agreed with the Parole Board’s position that a relevant factor in deciding whether or not to hold an oral hearing was whether such a hearing would be likely to make a significant difference to the final outcome. In cases where it would not be likely to make a significant difference, the courts had considered that a hearing on the papers, with written representations, was procedurally fair. This is no longer the case. It is therefore necessary for the Parole Board to change the way it thinks about oral hearings; where previously we might not have held an oral hearing in circumstances where resolving a dispute of fact or hearing mitigation would have no material affect on the outcome, this is no longer the position. It is purely a question of fairness to the prisoner.

During the second half of the year, the judgment had a significant impact on the number of cases progressing to oral hearing. Whilst we were able

to increase our capacity to hold oral hearings (up from an average of 500 to 550 per month), the backlog of cases awaiting an oral hearing has started to increase again. A new case management model is now required to ensure that the Parole Board uses its resources to best effect in satisfying the requirements laid down by the judgment.

The Fair for the Future project was established to enable the Parole Board to understand the impact of Osborn and plan how to accommodate the expected increase in work. This has included immediate changes to recruit and train new case managers and re-design and test new ways of working. This builds on the work already underway as part of the End to End Review Programme to improve the parole process.

The judgment affects all aspects of the Parole Board’s work and the project has included design of a new case management model; review of how staff and members are deployed and how cases are listed for oral hearing. The majority of members have been involved in this development work and the project has been characterised by staff and members’ willingness to challenge existing custom and practice and to develop and adopt new ways of working in order to ensure that the Parole Board can cope with the increased workload whilst maintaining its absolute commitment to ensure fair, timely and robust decisions.

The project has benefited from the active engagement of a wide range of partners and external stakeholders including prisons, probation, the Public Protection Casework Section in NOMS and the Association of Prison Lawyers.

During the later part of the year, the Ministry of Justice allocated the Parole Board a further £1.2m to enable the Board to increase its capacity to hold more oral hearings.

Significant progress had been made by the end of the year, with agreement on the outline of a new case management model, aspects of which will be piloted in the early part of the coming year.



## HOW WE WORK

Parole Board decisions are made by its publicly appointed members. Parole Board members sit on panels of 1 to 3 members, and will either decide cases on the papers, or following an oral hearing. Alongside and supporting the members, lies the Parole Board Secretariat. The Secretariat is made up of three Directorates: Business Development, which includes IT, Member Development & Practice and then Operations & Corporate Services, which report directly to the Chief Executive.

### Our Strategic Approach

The Business Development Directorate has taken a lead role in both the End to End Programme and the Fair for the Future project. The success of these initiatives to date has been partly as a result of the much wider and intensive engagement of partners and stakeholders in the work to understand the underlying issues and to develop more effective and streamlined approaches to concluding parole reviews.

### Supporting our Members

Established in 2012 the Member Development and Practice Directorate ensures that the Parole Board has the right mix of members delivering a quality service. The Directorate works with members to set practice standards, provide ongoing training and support, maintain robust quality assurance systems and ensure members are deployed in the most effective and efficient way.

The Review Committee met quarterly to review any cases where a serious further offence has been committed by an offender following a Parole Board decision to release. The outcomes were used to support continuous improvement at the Parole Board and that of our partners in the criminal justice system. The Performance and Development Committee also met regularly to consider a range of matters affecting

members, including the Annual Members' Conference, effective communications and accreditation for designated member roles.

### How we deliver the service

The Operations Team has direct responsibility for supporting Parole Board members when they are considering the initial release or re-release after recall of all indeterminate sentenced prisoners (those serving life sentences or Indeterminate sentences for Public Protection) and some determinate and extended sentenced prisoners (those serving a fixed term of imprisonment).

The team carries out a wide variety of administrative and case management tasks to ensure that parole reviews for the prisoner are heard on time with the correct information required for the panel to be able to assess current risk and make a decision. They play an important role helping members make consistent, quality decisions that safeguard the public.

During the summer of 2013, the Operations Team lost a number of experienced staff who had been at the Parole Board on long-term secondment from the Ministry of Justice. This, together with a high turnover of staff within the Parole Board, and the additional staff we required to respond to the Osborn judgment has led to an unprecedented level of recruitment. This exercise has led us to improve our training, induction and guidance material to ensure that the Secretariat continues to provide members with high quality support and is able to deliver a professional service to all of our stakeholders.

## Meeting the Challenge

The Litigation section deals with challenges made both pre-action, where the parties attempt to resolve a legal dispute without the need to go to court, and those that eventually do go to court when it is not possible to resolve the issues at the pre-action stage. The Parole Board mainly deals with public law challenges at Judicial Review and with private law damages claims where there is an alleged breach of article 5(4) of the European Convention on Human Rights.

This year has seen a sea-change in how we deal with Judicial Reviews (JR) with the introduction of the Litigation Strategy, launched in April 2013. The Parole Board has become increasingly judicial in its role within the criminal justice system since the beginning of the 90's and is often referred to now simply as a court in respect of most of its decision making. While not a formal court of law, the application of article 5(4) of the European Convention on Human Rights to almost all our decision making makes us a court for that purpose.

In England & Wales, courts and judicial tribunals do not normally seek actively to defend challenges against their decisions at Judicial Review (JR). While they may assist the court with factual information about their processes, or by referring the court to certain statutory provisions or caselaw, they play no active role in JR proceedings other than giving that assistance. The Parole Board's strategy since April 2013 has been to no longer routinely defend its JRs. This applies in particular to panel decisions not to direct release or recommend open conditions; challenges against procedural matters may continue to be defended. Of the 76 JRs filed this year, we actively defended just 20 cases, with the remainder either being conceded or staying neutral.

## Behind the Scenes

Corporate Services provide a range of specialist functions to support service delivery and is the home to overarching activities including information assurance, freedom of information and business continuity.

**The Finance Section** provides financial management services, including full audited accounts, to the organisation's stakeholders, notably the Sponsor (Ministry of Justice); the Senior Management Team and Governance Committees and the staff.

**The Corporate Office** services meetings of the Management Board, Audit and Risk Management Committee (ARMC) and other key bodies. The section provides support to Reward and Recognition and Employee Engagement activities and is the focal point for a range of corporate activities including health and safety, complaints and office services. During the year a total of 74 employees were nominated for recognition by their colleagues with the Reward and Recognition Panel approving 61 of these.

**The Performance & Statistics Section** provides key management information on both performance against objectives and key performance indicators, at departmental and organisational level. Although operating at 50% capacity for an extended recruitment period the section maintained its service delivery as well as providing vital information to formulate the Parole Board's approach to Osborn. The section also leads on the development of the Case Management System.

**The Human Resources Section** was reduced to a team of 2 interim specialists in anticipation of the introduction of shared services at the beginning of the year. This team supports all staff, providing a policy framework, advice and guidance and leading on recruitment. The introduction of shared services has been delayed and a complete turn over of staff during the latter part of the year brought challenges in capacity and business continuity at a time when recruitment was at its highest.

**The Information Technology Team** provides expert inhouse support to members and supports the in house finance and HR IT system. Member IT support is essential to enable members to work effectively as they are not office-based. During the year, essential work was required to maintain the network which supports the Parole Board's finance and human resources functions pending the transition to a central IT platform.

## WHAT WE ACHIEVED

During the year, the Business Development Directorate raised the Parole Board's profile with ministers, senior officials in NOMS and Ministry of Justice and prisoners through a range of publications, meetings and workshops which has enabled the Parole Board to gain greater support for changes. Significant developments included the introduction of a guide for prisoners who will no longer be represented at parole hearings. The Team also facilitated a review of our approach to victim participation in parole hearings as part of the review and publication of the new Victims Code. These are key elements of our commitment to ensuring fairness and equality in parole reviews. The Parole Board has supported the development of policy initiatives in the Ministry of Justice, ensuring an accurate understanding of the parole process.

Strengthening communication with members has been a key activity with a Members' Communication Strategy launched in October 2013. As part of this strategy significant improvements have been made to the members' extranet secure online site, making it a valuable centralised resource for members. Two series of members' regional events were held allowing members and staff to exchange information and feedback and for members, who all work from home, to have the opportunity to network with colleagues.

The development of member training has been high on our agenda. A panel chair accreditation programme began in February 2014. The first stage, a paper application, was passed by 18 members who attended a training workshop in May 2014. Successful candidates following this stage will progress to practical assessments of chairing hearings, including access to a mentor to assist them and a practice observation session to confirm suitability and accreditation to the role of panel chair.

Accreditation is also underway for additional ICM Duty Members. 12 members expressed an interest in this additional role. Those who were successful in the paper stage of the process have now progressed to practical shadowing sessions with a view to becoming accredited early in the new financial year.

Practice observations have been utilised alongside additional roles for members as mentors and coaches which will undoubtedly increase as we move forward with Fair for the Future.

In response to the changing nature of casework, particularly the increase in the volume of Recall Oral hearings, the Operations Team restructured to include a Multi-Skills Team. This provided an additional resource of case managers who are able to manage various different types of cases as needed. In addition it ensured parity of caseloads and fairness of work allocation across all departments, allowing the team to provide a better level of service to our stakeholders.

The Operations Team aimed to reduce the Generic Parole Process (GPP) historic case list, defined as "all cases which are past their original GPP target date, which have not secured an oral hearing date or been provided with a paper decision". Prior to Osborn, the Team had reduced this total to its lowest ever point in September 2013. The challenge for 2014/15 will be to adapt how we handle cases, so that we can carry on contributing towards this achievement.

A series of Parole Practitioner Forums for prison and probation staff were held in all regions of the UK. All Review Team case managers were able to attend and contribute to these events, which were aimed at highlighting the changes taking place at the Parole Board and promoting the 'Parole Journey', which is described in the 2012/13 Annual Report.

The Finance Team carried out a zero based budgeting exercise which established a more responsive monitoring and reporting framework for 2014/15. The transfer of the financial transaction process to shared services provided capacity for the team to improve systems and to provide management information within required deadlines.

To keep abreast of the Parole Board's growth the recruitment framework has been streamlined making it easier to apply, reducing demands on resources and getting appointed staff in post as quickly as possible. A number of HR policies were updated including the code of conduct, flexi policy and the probation policy. The introduction of staff entitlement of 3 development days was well received by staff as was the provision of stress management workshops in conjunction with MIND.

The quality and security of information is paramount to the Parole Board and during the year our Information Assurance infrastructure was reviewed and updated resulting in an Amber / Green Audit rating. Additional achievements included the implementation of a data sharing policy and processes, an upgrade to the telephone network, the introduction of forward plans for both the Management Board and Audit Risk Management Committee and an occupancy study undertaken in preparation for anticipated office relocation later in 2014.

A priority for IT was to set up new contracts for short term maintenance and to develop the strategy for a long term development of the case management system which underpins the parole system. This will improve communication and information sharing between all those involved in the parole process and help achieve greater efficiencies. This was part of a wider review of the Parole Board's IT needs which will inform a wider strategy to achieve a completely digital parole system.

## OUR CHALLENGES FOR THE COMING YEAR

The biggest challenge in the coming year will be to deliver the Fair for the Future project and to ensure that we continue to be able to deliver fair and timely decisions. For members this will mean unprecedented changes in all areas of their work including; how cases will be managed and member deployment; how their cases are listed and how this affects where in the country they sit; and how they will be remunerated in the future. Members have been closely involved in developing proposals for the future and will continue to play a vital role as the proposals are tested, agreed and implemented.

To support members through these changes, the Member Development & Practice Directorate has been restructured. A new team of five, three of which have been appointed through internal promotion, is in place as of April 2014 to work with our 220+ members.

Members will also continue to be involved in developing the IT Strategy, which will be critical to underpin new ways of working in the future.

It is our aim to have all case managers working as multi skilled case managers by the end of December 2014. This will allow greater flexibility in dealing with all types of parole reviews and reflects the Fair for the Future project outcome of allocating appropriate resource to each individual case and not only allocating resource based on sentence type.

The Operations Team anticipate dealing with an increasing number of oral hearings this coming year, with highest estimates at three times the current level. The Fair for the Future project outcomes will inform how we deal with these increases in the most efficient way and the team must be adaptable to these changes to ensure sufficient support to members during this transitional period of change.

One of the largest challenges in coping with this increasing caseload and in particular a growing number of resource intensive oral hearings, will be to create ways to avoid delays for prisoners who are waiting for oral hearings. The Operations Team will work closely with members and Criminal Justice partners to progress the backlog of cases and reduce waiting times for oral hearings.

Another outcome of the Fair for the Future project will result in testing a number of case management pilots designed to challenge the viability of the emerging Parole model. The Operations Team will be responsible for running these pilots and ensuring that feedback is collated to inform the future direction of the Parole Board's work.

The Parole Board will continue to apply its litigation strategy in the year ahead. The impact of Osborn will inevitably bring with it the risk of further challenges where delays are being experienced while the Parole Board adjusts its working arrangements in order to respond to the greater resource requirements more oral hearings bring.

For Support Services the key challenge will be to support the demands of a growing service. The priority for our Performance and Statistics Team will be to ensure the case management system supports the new way of working with efficient data collection, improved data entry and the provision of more effective management intelligence. Finance will face the challenge of merging of the Parole Board finance and reporting platform into that of MoJ's. Whilst Human Resources will need to keep abreast of the Parole Board's growth, with efficient and updated policies and practices delivered through a more proactive service.

# Performance against Business Priorities

## Priority 1 To make right and fair decisions at the right time

Objective 1	Target	Progress
To accurately define and then reduce the number of cases in the backlog: both work in progress and the Generic Parole Process (GPP) past target case list.	<p>GPP past target case list reduced by 50% to 691.</p> <p>Base line 1382 (March 2013)</p>	<p>In the early part of the year, good progress was made in reducing the backlog to 1245 by September 2013. However, Osborn significantly increased the number of cases requiring an oral hearing and so the backlog had increased to 2087 by March 2014.</p> <p>Some progress had been made in reducing deferrals in order to help reduce the backlog e.g. through direct booking of witnesses. The End to End programme identified 42 proposals which NOMS and the Parole Board committed to implementing in order to reduce the deferral rate. Work is underway to implement many of these. Some are being addressed by the Fair for the Future project.</p>
Objective 2	Target	Progress
To increase the number of cases successfully concluded per panel.	<p>1.4 cases concluded per panel (KPI)</p> <p>Baseline 1.0 (Dec 2012)</p>	<p>Due to the high level of deferrals reported across the period, this objective has not been achieved. The highest rate per panel achieved was in August at 1.17, the lowest rate recorded was in October at 0.93. Contributing to this was the number of panels listed with only one case and much work has been done to reduce this so that more panels were listed with two cases. The work within the End to End Review was targeted at improving performance against this objective, and this has now been re-energised through the Fair for the Future work. Two key initiatives for the new reporting year will be to list two cases as a minimum for each panel (unless where all day is required) and to tackle a reduction in deferrals by 25%.</p>



## Priority 2

### To improve the whole parole process by fostering and developing our expertise and working with others to improve the end to end process

Objective 1	Target	Progress
To deliver the Parole Board's commitments and priority projects in the End to End process Programme plan.	<p>Delivery of each Parole Board owned target within this jointly owned programme plan.</p> <p>Reduced deferral rate as a result (see 1.2).</p> <p>Current deferral rate/cost (see 1.2).</p>	<p>Good progress was made in developing and getting agreement to 42 proposals to improve the parole process. Plans for implementation were underway when Osborn necessitated a full review of this work. Agreement was reached about those proposals which would proceed as planned and those which would be addressed as part of the Fair for the Future project.</p> <p>The benefits of taking on direct responsibility for booking witnesses has helped reduce deferrals linked to witness attendance. The overall deferral rate has continued to remain at about 35 – 40%. However, the majority of the End to End proposals have yet to be implemented and so have not had the opportunity to impact on deferral rates. In the meantime, wider changes across the system, such as the Transforming Rehabilitation programme have placed additional demands on Probation resources.</p>
Objective 2	Target	Progress
To improve the way we work with others through better communication and active engagement.	<p>Delivery of each project in Stakeholder programme on time.</p> <p>To respond effectively to the results of stakeholder surveys.</p> <p>Workshops and forums delivered to plan.</p>	<p>There has been a high level of stakeholder engagement in both the End to End programme and Fair for the Future project and this has helped to develop and refine proposals to ensure they have greatest potential to achieve the positive outcomes desired.</p> <p>Engagement has included regional practitioner events, regional member events, regular engagement through routine meetings such as User Group as well as targeted engagement of Directors of Public Sector prisons and the new National Probation Service.</p>

# Performance against Business Priorities

## Priority 3 To make sure that we have the right member resources and are using them as effectively as possible

Objective 1	Target	Progress
Complete a review of members' remuneration and pay levels	Completion of review	Work on this objective was suspended pending the appointment to the post of Director of Member Development & Practice. Following Osborn remuneration became a work stream in the Fair for the Future project. Initial work has started and will continue, co-ordinating with the work stream to develop a new case management model and the case has been made to increase fees for independent Chairs
Objective 2	Target	Progress
To undertake a fundamental review of how member resources is utilised within the parole process	Delivery of members programme plan	The Member Development and Practice directorate has been restructured. Recruitment to an initial structure was completed in August 2013 but a revised structure, with increased resources to take account of the implications of Osborn, was agreed from 1st April 2014. The Fair for the Future project includes 6 work streams, 5 of which are directly related to the original member programme; development of a new case management model, member deployment and remuneration, case listings and implementation. Initial work has started on all of these work streams and will continue towards implementation in autumn 2014. As proposals are finalised further work will be undertaken to ensure appropriate learning and development, quality assurance and appraisal strategies are in place to support the on-going establishment of new ways of working.



## Priority 4

### To improve our working environment by ensuring business support - IT, finance, HR and training, are fit for purpose and by engaging staff across the Parole Board

Objective 1	Target	Progress
To ensure the managers and staff of the Parole Board are actively engaged and are supported by robust and effective HR services	Delivery of New Staff Offer Programme	<p>A complete change in Human Resource staff during the latter part of the year brought challenges in both capacity and business continuity, at a time when the volume of recruitment had tripled as the Board geared up to meet the challenges of Osborn. With recruitment a priority progress in other areas was affected.</p> <p>Even so much has been achieved. The recruitment framework has been reviewed, making it easier to apply, reducing demands on resources and placing appointed staff in post as quickly as possible. A number of policies have been updated including the code of conduct, flexi policy and probation policy. The introduction of staff entitlement of 3 development days was well received as was the provision of training on Managing People who are Stressed, Anxious or Depressed, attended by 30 staff.</p> <p>A review of Information Assurance training was undertaken; staff guidance rewritten with gaps in competency levels addressed.</p> <p>Consideration was given to adopting the MoJ Competency Framework and this will start to be introduced in the coming year</p>
	Improve staff engagement scores to 60% (baseline 44%)	<p>The 2013 Staff Engagement Survey saw a disappointing increase in the overall engagement index score by 1% (from 44 to 45%).</p> <p>However, the index is based only on 5 of the scores and the Parole Board improved in 7 of the 9 areas compared to last year. In particular scores for "my team" and "resources and workload" have gone up by 12% and 9% respectively. The biggest drop being in "pay and benefits".</p> <p>The work of the Employee Engagement Group appears to be taking effect with an increase in all three questions about whether people believe action will be taken on the survey, one of them by 16%.</p>

# Performance against Business Priorities

## Priority 4 continued

Objective 2	Target	Progress
<p>To put in place robust and modern financial management and awareness which allows directors and managers to understand this aspect of their business and use the information to improve efficiency and the way we work</p>	<p>Target- finance returns to be completed accurately and on time</p>	<p>During the year transaction processing transferred to shared services freeing up time for finance to provide management information within deadlines.</p> <p>The Board's budgets have been built up from zero and a more responsive monitoring and reporting framework developed for 2014/15.</p> <p>A key task during the coming year will be the merging of the Parole Board finance and reporting platform into that of MoJ's.</p>
Objective 3	Target	Progress
<p>To improve the provision of ICT facilities for members to achieve greater electronic working and to support more intelligent and efficient ways of working by linking members with case managers and stakeholders.</p>	<p>To be agreed once solution identified.</p>	<p>Considerable work was required to withdraw from the contractual arrangements with the Home Office for the existing parole case management system PPUD and to agree an interim contract directly with providers. This provided greater assurance and reduced risks to service whilst an options analysis was undertaken to identify the long term replacement for PPUD. The new solution will enable the parole system to benefit from much enhanced functionality increasing access for members and legal representatives and widening access to probation staff. Alongside this, detailed work has been undertaken to map out the Parole Board's current and medium term IT needs and develop the strategy for greater digitisation of the parole process. This will improve provision for members and enable staff and members to work more efficiently in the future.</p>

## Priority 5      To review and put in place strong Corporate Governance

Objective 1	Target	Progress
<p>Delivery of the Corporate Governance Review programme plan which will deliver improved structures, clarity of roles and better communications</p>	<p>Corporate Governance Review Programme</p>	<p>In October the Management Board considered the report of the external review of corporate governance. The review made a number of recommendations which formed the basis of the Management Board's proposals for reform and a consultation paper on these proposals was circulated to the membership and staff in December.</p> <p>In January the Parole Board agreed to implement the proposals and subsequently an officer has been appointed to lead with implementation planned for May.</p>

# How We Performed

## Comments and Definitions

This year's statistics are presented in a condensed and simplified format. There are 3 main tables featuring counts of the 3 types of hearings conducted by the Parole Board, these are then followed by 5 tables providing a more general overview of the data and a final table breaking the hearings down by the finance classifications. All the tables contain counts of hearings, not of people nor reviews. Immediately following is a list definitions of the terms used in the tables.

## Outcomes

Release - the Parole Board direct that the prisoner should be released.

Open - the Parole Board recommend the prisoner should move from a closed prison into the open community.

Progression - the Parole Board recommend either Release or Open.

To Oral - the Parole Board recommend that the prisoner should be assessed at an oral hearing.

Negative - the Parole Board recommend that the prisoner does not progress.

Decline - the Parole Board reject the prisoner's request for an oral hearing.

Granted - the Parole Board accept the prisoner's request for an oral hearing.

## Hearing Types

Oral Hearing - a hearing where the prisoner and the Parole Board are in verbal or visual contact.

Request - a hearing where all the evidence taken into consideration is written and the purpose is to ascertain the merits of a prisoner's request for an oral hearing following a negative decision at a paper hearing.

Paper Hearing - a hearing where all the evidence taken into consideration is written and is not a Request.

Completed - a hearing where the Parole Board came to a decision.

Deferred - a hearing where the Parole Board did not come to a decision and therefore another hearing will be required.

## Review Types

Advice - the hearing is as a result of a request from the Secretary of State asking the Parole Board for advice on the possible progression of the prisoner. No advice case hearing data available prior to 2013/14

Recall - the hearing is as a consequence of the offender being recalled back into custody and the Parole Board is assessing the possible re-release of the offender. If the sentence type is determinate, then this includes the initial review following recall and any subsequent review, if the sentence type is Life or IPP then this only includes the initial review following recall, subsequent reviews are counted under Review.

Review - the hearing is neither an Advice hearing nor a Recall hearing.

## Sentence Types

Determinate - the hearing is to assess a prisoner who has been serving a determinate or extended sentence.

Life - the hearing is to assess a prisoner who has been serving a life sentence.

IPP - the hearing is to assess a prisoner who has been serving an indeterminate for the protection of the public or detention for the protection of the public sentence.



Completed oral hearings conducted by the Parole Board 2009/10 - 2013/14,  
split by sentence type, review type and outcome

	Oral Hearings		Determinate			Life			IPP		
		Negative	Release	Negative	Open	Release	Negative	Open	Release		
Review	2009 / 10	13	13	455	311	129	459	325	67		
	2010 / 11	6	19	338	579	263	430	607	135		
	2011 / 12	4	9	300	463	311	402	628	395		
	2012 / 13	10	25	241	481	397	347	656	469		
	2013 / 14	16	28	313	469	379	323	740	501		
Recall	2009 / 10	267	234	41	n/a	43	2	n/a	1		
	2010 / 11	254	282	65	7	67	9	3	5		
	2011 / 12	224	332	43	28	42	24	16	29		
	2012 / 13	247	404	33	8	57	16	6	42		
	2013 / 14	261	466	46	21	78	45	23	94		
Advice	<b>2013/14</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>8</b>	<b>0</b>	<b>6</b>	<b>14</b>	<b>1</b>		

# 2013/14 Parole Board Hearings - Summary

Paper hearings conducted by the Parole Board 2009/10 - 2013/14, split between whether the hearing was deferred or completed

Year	Total	Completed	Deferred
2009 / 10	18640	18506	134
2010 / 11	20709	20602	107
2011 / 12	21129	21035	94
2012 / 13	18600	18511	89
2013 / 14	17946	17873	73

Completed paper hearings conducted by the Parole Board 2009/10 - 2013/14, split by outcome

Year	Total	Negative	Progression	To Oral	% To Oral
2009 / 10	18506	14234	2004	2270	12
2010 / 11	20602	15918	2020	2664	13
2011 / 12	21035	15937	1678	3420	16
2012 / 13	18511	12431	2383	3697	20
2013 / 14	17873	11054	1721	5098	29

Requests for oral hearings conducted by the Parole Board 2009/10 - 2013/14, split by whether the request was granted or declined

Completed Requests	Total	Decline	Granted	% Granted
2009 / 10	n/a	1741	n/a	n/a
2010 / 11	n/a	1580	n/a	n/a
2011 / 12	2019	1432	587	29
2012 / 13	1788	1340	448	25
2013 / 14	1590	890	700	44

Oral hearings conducted by the Parole Board 2009/10 - 2013/14, split between whether the hearing was deferred or completed

Oral Hearings	Total	Completed Hearings	Deferred Hearings	% Completed
2009 / 10	2892	2360	532	82
2010 / 11	3732	3069	663	82
2011 / 12	4216	3250	966	77
2012 / 13	4628	3439	1189	74
2013 / 14	5174	3835	1339	74



Completed oral hearings conducted by the Parole Board 2009/10 -2013/14, split by outcome

Year	Total	Progression	Negative	% Progression
2009 / 10	2360	1123	1237	48
2010 / 11	3069	1967	1102	64
2011 / 12	3250	2253	997	69
2012 / 13	3439	2545	894	74
2013 / 14	3835	2822	1013	74

All hearings conducted by the Parole Board 2009/10 - 2013/14

All Hearings	Total
2009 / 10	n/a
2010 / 11	n/a
2011 / 12	27364
2012 / 13	25016
2013 / 14	24710

All hearings conducted by the Parole Board 2009/10 - 2013/14 broken down by finance classification

Finance Classification	2009/10	2010/11	2011/12	2012/13	2013/14*
member paper hearings (All Determinate Review and all ESP Annual Review)	2316	1791	1187	860	974
1 member paper hearings A (All IPP and Life)	3936	4759	4965	5163	5637
1 member paper Hearing B (All Determinate Recall except ESP Annual-Reviews)	12388	14159	14977	12577	11335
1 member oral hearing (All Determinate Recall except ESP offenders)	348	460	512	656	804
3 member oral hearing (All IPP, Life and ESP and determinete review)	2544	3272	3704	3972	4370
Duty Member paper hearing (All oral hearing requests)	n/a	n/a	2019	1788	1590
Total hearings	n/a	n/a	27364	25016*	24710
Total oral hearings	2892	3732	4216	4628	5174

\*Previously reported as 24,417. The difference can be accounted for in the duty member paper hearings.

# Challenges, Complaints and Requests for Information

## Challenges, Claims and Requests 2009/10 – 2013/14

	2009/10	2010/11	2011/12	2012/13	2013/14
Challenges/enquiries/information requests	724	701	682	592	n/a
Judicial Reviews	182	182	95	102	76
Private Law Claims	n/a	n/a	19	1	n/a
Pre-action claims for damages	n/a	n/a	52	38	20
Request for non-standard licence conditions to be inserted/varied/removed	1,267	699	427	319	n/a

## Freedom of Information Requests and Complaints 2009/10 – 2013/14

	2009/10	2010/11	2011/12	2012/13	2013/14
Freedom of Information Requests	40	33	35	19	19
Complaints about the service provided by the Board	129	81	48	39	51

# The Broader Context

## Financial Review

The total net expenditure by the Parole Board was £12,890,000 (2012/13 £12,451,000).

There was an increase in staff and members' costs due to an increase in workload faced by the Parole Board. Osborn resulted in an increase of staff members, recruitment costs, and agency costs towards the later part of the year. The Parole Board also experienced an increase in its operating costs as it adapted to Osborn. As grant-in-aid is credited to reserves rather than recognised as income, the Parole Board's financial statements reflect the expenditure financed by grant-in-aid.

The Statement of Financial Position shows total reserves deficit of £340,000 as at 31 March 2014.

## Sustainability development

The Parole Board is not required to prepare a sustainability report under the Greening Government Commitments. However, it is committed to operating in a more sustainable environment and reducing waste wherever possible in all supply chains.

## Risk management

The Parole Board's processes for managing risk and its key contractual and stakeholder relationships are reported in the Governance Statement. Data related incidents are reported in that statement.

The Parole Board maintains a Corporate Risk Register which is reported to each meeting of the Audit and Risk Management Committee. A summary of which is detailed below.

## Summary of Corporate Risks

- 1 Parole Board is unable to meet its existing or growing workload so backlogs grow and delays are increased.
- 2 Inadequate resource levels; staff, members, corporate services, funding. One or more of these prevent the Parole Board fulfilling its functions properly.
- 3 Serious further offences are committed by offender released by the Parole Board or whose move to 'open' was on the Parole Board's recommendation.
- 4 Stakeholder(s) fail to provide adequate and timely evidence impacting on our ability to hold panels and/ or make safe decisions.
- 5 Loss of sensitive information.
- 6 Officials or ministers change policy which impacts our work without appropriate consideration of the consequences for the Parole Board.
- 7 Adverse finding against the Parole Board requires large compensation payment(s) or required costly changes (e.g. additional oral hearings).
- 8 Failure to retain good members for their full terms.
- 9 The corporate governance or leadership of the Parole Board being unable to meet the challenges it faces.
- 10 The outcome of a Triennial Review and its impact on the future of the Parole Board.

## Equality & diversity

The Parole Board is committed to a policy of equal opportunity for all members and staff, regardless of race, ethnic origin, religious belief, gender, gender orientation, sexual orientation, disability, age or any other irrelevant factor. It provides guaranteed interviews to candidates who qualify under the requirements of the Disability Discrimination Act 1995 who meet the criteria for jobs in the Secretariat. The appointment of members is the responsibility of the Secretary of State. Parole Board members are trained to act fairly when considering cases.

### At 31 March 2014:

- The Management Board was made up of 9 members, 5 female and 4 Male
- The Parole Board had only 1 member of staff at SCS level, she sits on the board and is therefore included above.
- The Parole Board employed 92 members of staff (89 FTE) 50 females (47.8 FTE) and 42 males (41.2 FTE).



**Claire Bassett**

**Chief Executive and Accounting Officer**  
The Parole Board for England and Wales

26 June 2014

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# Accounts

A statement of accounts for the Parole Board

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# Management Commentary

## Background and statutory framework

The Parole Board was established under the Criminal Justice Act 1967, and continued under the Criminal Justice Act 1991, which was amended by the Criminal Justice and Public Order Act 1994 to establish the Board as an Executive Non-Departmental Public Body from 1 July 1996. Under the provisions of the Crime (Sentences) Act 1997 and the Criminal Justice Act 2003 the Board's work now concentrates on violent and sexual offenders.

### The Parole Board:

- considers, under the Criminal Justice Act 1991, the early release of determinate sentenced prisoners serving four years or more. Under the Parole Board (Transfer of Functions) Order 1998 and Coroners and Justice Act 2009 the Board has delegated authority to decide all such applications
- has authority, under the Crime (Sentences) Act 1997, to direct the release of life sentenced prisoners; those given indeterminate sentences for public protection; and persons detained at Her Majesty's Pleasure.
- considers, under the Crime (Sentences) Act 1997 (in the case of life and indeterminate sentenced prisoners), cases of prisoners who have been recalled to custody, and considers, under the Criminal Justice Act 2003 (as amended by the Criminal Justice & Immigration Act 2008), cases of certain determinate prisoners who have been recalled to custody and determines whether re-release is appropriate.

The Parole Board is guided in its work by the Parole Board Rules 2011 and Directions to the Parole Board issued by the Secretary of State.

## Principal activities

### Mission statement

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

Applications to the Parole Board from different categories of prisoner, and referrals to the Parole Board by the Secretary of State are considered as follows:

- **Determinate sentence prisoners and those serving extended public protection and extended determinate sentences:** reviews based on a dossier of papers presented to the Board by the Prison Service and the Public Protection Casework Section (PPCS) on behalf of the Secretary of State, are considered by a Parole Board paper panel. If the panel considers that the case is suitable for an oral hearing, the case is referred to a panel of up to three Parole Board members.
- **Life sentence prisoners and those serving indeterminate sentences for public protection:** reviews based on a dossier of papers presented to the Board by the Public Protection Casework Section (PCCS) on behalf of the Secretary of State. These are initially considered on paper by a single member who is experienced in such cases. If the decision of the single member is that the case would benefit from closer examination, then the case is directed to an oral hearing and referred to a panel of up to three Parole Board members. The panel can direct release or recommend a progressive move to the Secretary of State. The initial consideration of the case can also be made on paper, this provisional decision is communicated to the prisoner who may then choose not to pursue

the application any further at this time or alternatively may exercise the right to request an oral hearing.

- **Determinate sentence prisoners and life sentence prisoners recalled to custody:** The Parole Board considers any prisoner referred by the Secretary of State following recall to custody for a breach of their parole licence conditions (the rules which they must observe upon release) as to whether they are safe to re-release into the community.

### Determinate paper hearing reviews

Determinate pre release paper reviews include Discretionary Conditional Release (DCR), Extended Sentence for Public Protection (EPP), Extended Determinate Sentence (EDS), Deportee's and Extended Sentence Prisoner Annual Reviews (ESP A/Rs). These types of cases are initially considered on paper by a Parole Board panel.

Determinate post release paper reviews include Standard Determinate Sentence (SDS) recalls as well as Extended Sentence Prisoner Initial Recall and Subsequent Reviews, if not released (ESPs).

The DCR scheme was abolished by the Criminal Justice Act 2003. As a result the number of DCR prisoners is falling and this is reflected in the continuing drop in these types of cases. The Criminal Justice and Immigration Act 2008 introduced measures which further reduced the number of determinate cases referred to the Parole Board.

Since the introduction of the 'fixed term recalls', which do not require the case to be referred to the Board, the number of paper recall cases has been falling. The introduction of the Legal Aid, Sentencing and Punishment of Offenders (LASPO) Act 2012 has allowed the Secretary of State the discretion to use fixed term recalls in a greater number of cases, and this has also contributed to the falling number of recall referrals.

### Indeterminate paper hearing reviews

These are Intensive Case Management (ICM) reviews by single member panels of all Life Sentence prisoners and those serving indeterminate sentences for public protection, and include pre-tariff, on-tariff and post-tariff cases, as well as indeterminate sentence prisoners recalled to custody.

Intensive Case Management was formally incorporated into the Parole Board Rules to improve the oral hearing process. During 2013/14, 1,646 (2,072 in 2012/13) cases were concluded on the papers without the need for a three member oral hearing. This reduction is due to the increase in cases requiring an oral hearing following the Osborn judgement.

### Determinate oral hearing reviews

These are cases where either the panel directed that an oral hearing should be held, or the prisoner made a successful application for an oral hearing. They include three member panels considering determinate pre-release reviews or extended sentence hearings of recalled prisoners; and single member panels considering standard determinate sentence recalled prisoners.

Far more of these cases now progress to oral hearing post Osborn, as this changed the law determining when the Parole Board must hold an oral hearing.

### Indeterminate oral hearing reviews

These are cases heard by Parole Board panels where either the ICM single member panel directed that an oral hearing should be held or the prisoner made a successful request for an oral hearing.

There has been an increase in on/post tariff oral hearings which reflects the continuing rise in the referrals from the Secretary of State of cases requiring oral hearings as well as the efforts made by the Parole Board to increase the number of cases considered, particularly following Osborn. This was against the background of the continuing significant rise of IPP prisoners eligible for a parole hearing.

### Basis for preparing the accounts

These accounts have been prepared on an accruals basis in a form directed by the Secretary of State with the approval of Treasury in accordance with Schedule 19 of the Criminal Justice Act 2003. They comply with International Financial Reporting Standards (IFRS) as adapted and interpreted by HM Treasury's Financial Reporting Manual (FReM).

### Going concern

The Parole Board's future costs are expected to be met by future grant-in-aid from the Parole Board's sponsoring department, the Ministry of Justice, which has included the Parole Board's grant-in-aid for 2014/15 in its estimates. The Parole Board's accounts are therefore prepared on a going concern basis.

### Funding

The Parole Board's sponsor is the Criminal Justice Group of the Ministry of Justice. The Parole Board's only source of funding is grant-in-aid which is provided by the Ministry of Justice. This comprised cash funding of £11,050,000 (2012/13- £10,205,000). In addition, the MoJ met costs of £1,009,000 for the Board (2012/13- £1,794,000) and these amounts have been treated as grant-in-aid. All grant-in-aid is credited directly to reserves in accordance with the FReM. This provided total funding of £12,059,000 which was an increase of £60,000 from 2012/13 which was £11,999,000.

The Board's cash at bank as at 31 March 2014 was £900,000. All other miscellaneous receipts, if any, including interest received on the Parole Board's bank account, are surrendered to the Ministry of Justice for payment to the Consolidated Fund.



Unit costs	2013/14	2012/13 Restated
3 member paper hearings – (determinate pre-release and ESP annual review cases)	£359	£591
Single member paper hearings – (recalled determinate sentence prisoners)	£104	£60
Single member paper hearings – (lifers and IPP prisoners - ICM assessments)	£170	£286
Oral hearings – single member panels for the hearing of representations against recall for determinate sentence prisoners	£980	£1,375
3 member oral hearings – (Lifer, IPP and ESP cases)	£2,152	£2,139

NOTE FOR RESTATEMENT - All IPP and LIFE sift decision cases (599) were excluded from the 2012/13 calculations however their related costs were included. The correct treatment is to include all case types and their corresponding costs, therefore a restatement of last years unit costs has been calculated which allows for an accurate comparison, year on year.

## Unit costs

The estimated unit costs to the Parole Board for processing each category of case are shown in the table below. These costs include all costs born by the Parole Board together with costs born by MoJ on the Parole Board's behalf. Although the number of total cases has decreased this year by 306 cases when compared to 2012/13, the amount of oral hearing cases, which consumes 75% of all costs, has increased by 546 cases.

## Payment performance

The Parole Board's policy, in line with Government requirements, is to pay a minimum of 90% of its creditors within 10 days, with a target of achieving a 100% payment rate within 30 days. During 2013/14 the Parole Board moved its accounts payable function to a shared service function and it also implemented a new invoice payment and approval process. During this period, it was not able to capture payment performance data. Implementation is now over and 99% of invoices are paid within 30 days.

## Audit

Internal audit services are provided by the Ministry of Justice Internal Audit Division and in 2013/14 the amount charged for these services was £29,000 plus VAT. This included the provision of 60 days' audit, attendance at meetings of the Audit & Risk Management Committee and provision of guidance and assurance. External audit is provided by the National Audit Office and the Certificate and Report of the Comptroller and Auditor General to the House of Commons is attached to these Accounts. The Board has accrued for £22,000 in respect of the statutory audit for 2013/14. The auditors received no remuneration for non-audit work. So far as the Accounting Officer is aware, there is no relevant audit information of which the external auditors are unaware. The Accounting Officer has taken all the steps that she ought to have taken to make herself aware of any relevant audit information, and to establish that the Parole Board's auditors are aware of that information.

## Pension scheme

Comprehensive details of the various pension schemes available to the salaried full-time members and staff of the Parole Board are contained within the Remuneration Report and note 2 to the accounts. The service of part-time fee-paid members of the Parole Board is not pensionable.

## Investors in People

The Board is committed to maintaining the standard required for continuing accreditation under Investors in People. An Employee Engagement Group meets monthly as part of the Staff Engagement Programme.

## Member and employee involvement

Members were consulted through discussions at members' forums and regional events. During 2013/14 a total of 13 regional events were held throughout the country with a conference in May. Members also participated in various working groups on policy initiatives including 'Fair for the Future'.

Staff have continued to be involved and informed through regular meetings with the Chief Executive and other staff meetings. Information on procedures and performance was circulated by means of regular fortnightly communications by email to all staff from the Chief Executive and the monthly newsletter. Members and staff also receive the monthly publication the "Board Sheet" and attend the annual conference.

## Sickness absence data

The number of days' sick absence taken as an average per employee by staff working at the Parole Board from April 2013 to March 2014 was 6 days compared with the cross government target of 7.5 days. Although this represents a slight increase over the previous year's figure of 5 it is still well below the 2011/12 figure of 13 days. In context the total number of days lost to sickness was 497 days compared with 478 last year.

Of the 497 days lost to sickness 77% were short-term absences (e.g. seasonal colds) and 23% were long-term absence of more than 20 days. This represents a reduction of long term sickness absence which stood at 26% of last year's total. The long-term absences largely related to on-going serious health issues. We are actively managing all absences by putting support in place for those whose situation requires it, and reaching agreements on departure with those for whom this is the best course of action. As a caring employer which is also committed to good service to stakeholders, we continue to balance the needs of staff members who must be absent from work for genuine reasons, with the effects such absences have on remaining staff and delivery of our services.

## Health & safety

The Parole Board is committed to maintaining the standards required by the Health & Safety at Work Act 1974 and other United Kingdom and European regulations to the health and safety of its members and staff. The Parole Board has a Health & Safety Officer. A Health and Safety Committee with member and staff involvement met during 2013/14.



**Claire Bassett**

**Chief Executive and Accounting Officer**  
The Parole Board for England and Wales

26 June 2014

# Statement Of Accounting Officer's Responsibilities

Under Schedule 19 of the Criminal Justice Act 2003 the Parole Board is required to prepare a statement of accounts for each financial year in the form and on the basis directed by the Secretary of State, with the approval of the Treasury.

The accounts are prepared on an accruals basis and must give a true and fair view of the Parole Board's state of affairs at the year end and of its comprehensive net expenditure, tax payers' equity, and cash flows for the financial year.

In preparing the accounts the Accounting Officer is required to:

- observe the Accounts Direction issued by the Secretary of State with the approval of the Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards have been followed, and disclose and explain any material departures in the financial statements; and
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Parole Board will continue in operation.

The Permanent Secretary of the Ministry of Justice has appointed the Chief Executive of the Parole Board as its Accounting Officer. The Chief Executive's relevant responsibilities as Accounting Officer, including her responsibility for the propriety and regularity of the public finances and for the keeping of proper records, are set out in the Non-Departmental Public Bodies' Accounting Officers' Memorandum issued by the Treasury and published in Managing Public Money.

# Governance Statement

The Parole Board is an Executive Non Departmental Public Body sponsored by the Ministry of Justice. The relationship between the Board and its sponsor is determined by a framework agreement. As Accounting Officer, I am responsible for the systems of internal control and risk management.

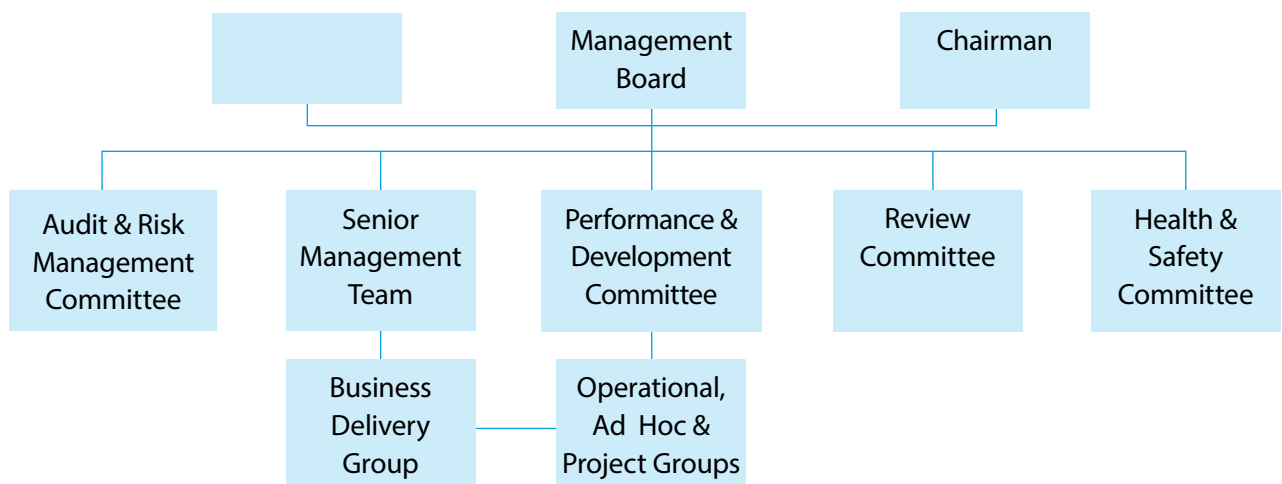
## 1. The governance framework of the organisation, including information about the Parole Board's committee structure, its attendance records, and the coverage of its work

### Founding legislation

The Parole Board was established under the Criminal Justice Act 1967 and continued under the Criminal Justice Act 1991, which was amended by the Criminal Justice and Public Order Act 1994 to establish the Parole Board as an Executive Non Departmental Body from July 1996.

The legislation does not provide a framework for governance and the current governance structure was set up by the Parole Board in 2007.

The Management Board is the principal governance committee of the Parole Board which oversees the governance framework outlined below.



### 1.1 The Management Board (MB)

Membership of the Management Board consists of:

Chair of the Parole Board (chair)

Vice Chair of the Parole Board (deputy chair)

Chief Executive Officer

Director of Members Development and Practice

Director of Business Development

4 Parole Board members

2 ex-officio members being the Chairs of ARMC and PDC

The executives on the Management Board are all standing members. The Parole Board Members are all appointed for a three year term of office.

The chairs of the Audit & Risk Management Committee and the Performance & Development Committee are ex-officio members of the Management Board and are invited to all Parole Board meetings. The chair of the Review Committee is the Vice Chair who also sits on the Management Board.

The Management Board meets at least six times a year and is responsible for strategic issues (including the three year business plan). It receives key management information to support and challenge the Parole Board's operation and performance and is responsible for casework policy. It is also responsible for formally approving the Parole Board's budget and approving its annual report and annual accounts. The attendance record is set out below.

Sir David Calvert-Smith	Chairman	6/6
Sir Neil Butterfield	Vice-Chairman	5/6
Claire Bassett	Full-time member	6/6
Martha Blom-Cooper	Full-time member	6/6
Chitra Karve	Full-time member left the MB in April	1/6
Stephanie McIntosh	Full-time member from August	3/6
Cedric Pierce	Part-time member	6/6
Graham Bull	Part-time member	4/6
Sian Flynn	Part-time member	6/6
Laura Buckley	Part-time member	5/6
John Chandler	Part-time member left the MB in November	5/6
Andrew Purkis	Part-time member left the MB in November	4/6

Attendance of Management Board members during 2013/14 was an average of 95% across its membership.

### 1.2. The Audit and Risk Management Committee (ARMC)

Membership of the ARMC consists of:

4 Parole Board members (one of whom acts as chair and is therefore an ex-officio member of the Management Board)

External non-executive member (also sits on HMCTS Audit Committee)

Meetings are also attended by:

Chief Executive Officer

MoJ Internal Audit representative

NAO representative

The members are all appointed for a three year term of office. The attendance record is set out below.

Cedric Pierce	Chairman	4/4
Brenda McAll-Kersting	Part-time member	4/4
Simon Evans	Part-time member	2/4
Alan Rayner	Part-time member	4/4
Francis Dobbyn	Independent external member	4/4

ARMC is responsible for advising the Chief Executive (as Accounting Officer) and the Management Board on issues of risk, control and governance. The Committee also ensures that the key risks including information security are properly identified, managed and mitigated where possible. The ARMC reports to the Accounting Officer on the activity and results of internal and external audit.

### 1.3. Performance and Development Committee (PDC)

Membership of the PDC consists of:  
 Director, Members Development and Practice  
 4 or more Parole Board members, including one judge, one or more other specialist members and 2 independent members (one of whom acts as chair)

The executives on the PDC are all standing members. The members are all appointed for a three year term of office.

The PDC is responsible for identifying and advising on issues relating to the competency, performance, deployment, support and development of Parole Board members.

### 1.4. Senior Management Team (SMT)

Membership of the SMT consists of:

Chief Executive Officer (chair)  
 Director, Member Development and Practice  
 Director, Business Development

As CEO I chair monthly SMT meetings and receive reports on performance and finance. The SMT creates the Business Plan for consideration by the Management Board as well as the Corporate Governance Statement and prepares the Parole Board's budget. It also reviews the organisation's risks quarterly. The budget is formally devolved to management budget holders early in each new financial year. The SMT approves the annual updates to the Business Continuity Plan, IT and Health and Safety policies.

Performance issues at a tactical level are discussed by operational managers at the Operational Performance Team chaired by the Senior Operations Manager and key data is shared with the SMT.

### 1.5. Review Committee (RC)

Membership of the RC consists of:

Vice Chair of the Parole Board (chair)  
 Director, Members Practice and Development  
 4 Parole Board members, including one judge, one other specialist member, one probation member and one independent member  
 2 external members

The executives on the RC are all standing members. The members are all appointed for a three year term of office.

The purpose of the Review Committee of the Parole Board is to ensure that the Parole Board has arrangements in place to review and monitor its decisions to release offenders on parole licence in cases where the offender is alleged to have committed a serious further offence. A formal report is submitted to the Management Board on an annual basis.

### 1.6 The Health and Safety Committee (HSC)

Chief Executive (Chair)  
 a nominee from the Management Board  
 3 or more Parole Board staff  
 2 members of MoJ Facilities and  
 1 representative of the facilities sub-contractor  
 1 representative of the trade union side  
 The non-MoJ members are appointed for a three year term of office.

In addition to the formal board sub-committees, there are a number of other committees and groups which contribute to the wider governance of the Parole Board. These include the:  
 Operational Performance Team (Weekly)  
 Employee Engagement Group (Monthly)  
 Reward and Recognition Team (Monthly)  
 Information Assurance Group (Quarterly)

Various *ad hoc* groups and project groups also exist designed to discharge specific functions.

## 2. The Parole Board's performance, including its assessment of its own effectiveness

The Management Board approved in March 2012 proposals for the introduction of an Appraisal Scheme for members who sit on the MB and chairs of Committees which operate under the aegis of the MB.

The proposals include the use of competencies and performance indicators. The indicators are intended as a guide to the evidence needed to support an evaluation of a member's competence. The competencies will ensure that members' performance is evaluated in terms of their contribution to the effective governance of the Parole Board. The competencies and indicators are drawn from published guidance and accepted good practice in effective governance.

Appraisals generally take place annually. At the start of the year, objectives are set for members. At the end of the year, the member will meet on a one-to-one basis with the Chair to review their performance against the agreed objectives and competencies. Reviews of 2012/13 were undertaken in April and May 2013 by the Chair.

The scheme also applies to the Chairman and his/her appraisal is conducted by the relevant Director General in the Ministry of Justice.

Meeting agendas and papers are circulated electronically one week in advance and provide sufficient evidence for sound decision-making. Agendas are planned to ensure that all areas of the Board's responsibility are examined during the year.

## 3. Highlights of Parole Board committee reports, notably by the Management Board and the Audit and Risk Management committee

The Management Board met six times in the year and in its oversight role for operation and performance gave advice and support to the Accounting Officer. In exercising this oversight role it received regular reports from the other committees in the governance structure and assured itself that there are effective governance arrangements in place e.g. to identify and manage risks.



Key issues for the MB during 2013/14 were the impacts of the significant and continual increases in workload, particularly in light of the UKSC judgment in Osborn, Booth and Reilly, the End to End Review of the Parole Process, IT Strategy and Development and Corporate Governance Reform.

Key issues for discussion in the ARMC during 2013/14 included finalisation of the 12/13 Annual Report and Accounts, the problems of the Parole Board's IT provision, revisions to the corporate governance and continuing to look at risk register and assurance. The Committee holds the SMT on account for progress on action plans.

#### 4. An account of corporate governance, including the board's assessment of its compliance with the Corporate Governance Code, with explanations of any departures

The Parole Board aims to ensure that its governance arrangements follow best practice and follow the Corporate Governance Code to the extent that its size and status allows. During 2013/14 a review of Corporate Governance was commissioned by the Parole Board and conducted by an external adviser. As a result new governance arrangements have been drawn up, consulted on with wider members and will be implemented during the beginning of 2014/15. Under current arrangements the Parole Board has established the following material departures from the provisions of the Code:

- The Parole Board has not established a nominations and governance committee as it was considered that the size of the organisation did not warrant it.

- It is recognised that there is lack of an independent Non Executive Director on the board; therefore there is a potential lack of challenge and an 'outside view'. The governance review recommended the appointment of three NEDs and recruitment will begin shortly.

#### 4.1 Internal Audit

Internal Audit provides a total of 60 days resource for the Board and has audited the Board's Financial Control Framework, Information Assurance. IT Strategy / Business Change and Osborn, Booth & Reilly Impact Management

Internal Audit report at each meeting of the ARMC. At least annually, the Head of Internal Audit (HIA) provides the Accounting Officer with a report on internal audit activity. The report includes the HIA's independent opinion on the adequacy and effectiveness of the Parole Board's system of internal control. The overall opinion of the Head of Internal Audit for 2013/14 was that he was able to provide "a reasonable assurance on the adequacy, and effectiveness of governance, risk management and internal control".

#### 4.2. National Audit Office

National Audit Office representatives attend the meetings of the ARMC. The NAO are the Parole Board's external auditors and as such examine the Parole Board's financial statements. They will certify the Parole Board's accounts and provide a formal audit opinion. They are also concerned with ensuring that the Parole Board maintains its progress in meeting the recommendations of the 2008 NAO report and subsequent NAO work on improving its performance in hearing parole cases.

## 5. A risk assessment, including the organisation's risk profile, and how it is managed including, subject to a public interest test

### 5.1. Principles of managing risk for the Parole Board

The Parole Board's risk management framework ensures that risks to achieving its business objectives are properly identified, managed and monitored. During 2013/14 the CEO instigated, with the assistance of internal audit, an assurance mapping exercise which went on to inform a revised corporate risk register and approach to risk throughout the organisation. These are assessed to evaluate the combined risk level resulting from the impact and likelihood of a particular risk. Risk appetite is determined by reference to the business objectives and the degree to which threats to these can be absorbed while maintaining its reputation amongst its stakeholders and society at large.

### 5.2 Operation of the Governance framework

Individual key risks are assigned to named individuals and risks reviewed on a systematic basis by the SMT (every 3 months) and also the Audit & Risk Management Committee who will then advise the Accounting Officer and Management Board. Additionally, major projects will each have its own risk register identifying, measuring and monitoring risks to the project's objectives.

Regular reports on risk are received at each meeting of Audit and Risk Management Committee. An annual risk seminar was held in February and fed into the planning cycle. At the seminar, the risks for the upcoming year will be identified and evaluated and compared with existing risks to identify any changes.

These risks then feed into the Parole Board's business planning for the year ahead and inform the Management Board's exercise of the strategic overview of the Parole Board.

Internal audit services are provided by the MoJ's internal audit section and the annual audit plan takes into account the risks recorded on the risk register. The NAO has also provided independent advice looking at the performance priorities identified in its 2008 report and the Parole Board's financial performance. Actions are agreed in response to recommendations made and are followed up to review progress on implementation.

Throughout the year the Parole Board continued to ensure that it was managing the risks relating to information assurance appropriately. Information Security arrangements are broadly in compliance with those in the Security Risk Management Overview supplied to the MoJ and the self-evaluation of the mandatory requirements was positive. During the year five dossiers were lost, four thought to be wrongly shredded, two of them during an internal office move. A fifth, potentially lost off site, was reported to the Information Commissioners Office. Three building passes were misplaced during the year. The Parole Board has reviewed its Information Assurance arrangements and introduced quarterly reports to the Senior Management Team. An Internal Audit of Information Assurance in January gave the Board an Amber / Green rating.

Each quarter the Parole Board and MoJ sponsor jointly review the top 5 risks. The sponsor also supports the work of the Parole Board in relation to other CJS agencies and provides the vital link between the Parole Board and Ministers. Recent examples include a submission to ministers on the risks associated with the Osborn judgement.

### 5.3 Summary of key risks identified during the year

The Parole Board assesses its key risks in terms of impact and likelihood on its mission to protect the public by making risk assessments of prisoners eligible for parole review. The key risks identified are those over which it has limited control and include ability to meet our increasing workload, serious further offences and ability of partners to work with us in the system.

This year the Parole Board has found that its highest rated risk, of a growing workload it is unable to meet, has become much more serious and its response to this will dominate planning and management in the year to come.

A summary of risks is included in the strategic report.

### 5.4 Ministerial Directions

The Parole Board received no ministerial directions during the year.

## Accounting Officer's Statement

Governance arrangements are in place and provide a reasonable level of assurance that the organisation is managing its resources effectively. This review is a reflection of work, advice and governance monitored by the Management Board, Audit & Risk Management Committee, the internal auditors and the National Audit Office.


In October the Supreme Court published its decision in the case of Osborn, Booth and Reilly the implications of which are already having a profound impact on the volume of work handled by the Parole Board. Current estimates suggest that the increase in the number of oral hearings each year

could rise from 4,500 to over 14,000. To meet this challenge the Board received additional funding and is undergoing significant change as it develops a new operating model.

During the year review of Corporate Governance was commissioned by the Board and conducted by an external adviser. As a result new governance arrangements have been drawn up, consulted on with wider members and will be implemented during the beginning of 2014/15.

A Triennial Review of the Board began in October and will conclude in 2014/15. This is a Cabinet Office mandated process for reviewing the functions of an NDPB, the appropriateness of the NDPB model to deliver these functions and the body's governance arrangements.

This has been another year of huge change for staff, change that will continue into 2014/15 and change that has to be accommodated against a backdrop of increasing volumes of work. However with this change comes the opportunity to challenge ourselves and our partners to develop a more efficient and effective service.



**Claire Bassett**

**Chief Executive and Accounting Officer**  
The Parole Board for England and Wales

26 June 2014

# Remuneration Report

## Remuneration Policy

The Chairman, and all other members of the Parole Board, are appointed by the Secretary of State under the Criminal Justice Act 2003, and are therefore statutory office-holders.

Most members serve on a part-time basis and are fee-paid. Two members serve on a full-time basis and are salaried. The two full-time members serve on the Management Board as do four part-time members appointed by the Chairman of the Board. The Chief Executive (who is not a statutory member of the Board) also serves on the Management Board.

This report discloses the remuneration of those serving on the Management Board (comprising the Chairman, four other members, full time members, and the Chief Executive). This disclosure is made in order to comply with Treasury requirements to show the remuneration of those who influence the direction of the entity as a whole.

Remuneration is determined as follows:

- for the Chairman, by the Secretary of State;
- for the full-time members, with reference to Home Office pay scales;
- for the part-time members (including those serving on the Management Board), at a fixed and non-pensionable rate of £190 (2012/13: £190) for each day on which they attend Parole Board meetings;
- for the Chief Executive, in line with the Ministry of Justice on the Senior Civil Service pay scales in accordance with the recommendation of the Senior Salaries Review Body.

The remuneration of statutory members of the Parole Board is disclosed in total at notes 2a and 2e of the financial statements.

Performance targets for the Chairman are set by the Secretary of State. Performance Development Reviews linked to the Parole Board's Business Plan are used in assessing the performance for the Chief Executive, the full-time members, senior managers and the staff.

All staff undergo an annual appraisal which forms a basis for the performance related remuneration. The Chairman is appraised by a senior official in the Ministry of Justice under separate arrangements.

Part-time members of the Parole Board are office holders and undergo appraisal.

## Tenure Arrangements

The Chairman is an office holder on a three year contract. Full-time Members are office holders on five year renewable terms. The notice period for the full time Members is three months and their tenure expiry dates are:

	Tenure Expiry Date
Martha Blom-Cooper Appointed 17 April 2008 Full-time member	16 April 2016
Stephanie McIntosh Appointed 01 August 2013 Full-time member	01 August 2018
Chitra Karve Appointed 22 February 2010 Full-time member	21 February 2013

Chitra Karve resigned from the Parole Board as a full time member on 25 April 2013.

Part-time members were appointed for a term of three years. This was changed for members joining in 2011 to five years.

## Service contracts

The Constitutional Reform and Governance Act 2010 requires Civil Service appointments to be made on merit on the basis of fair and open competition. The Recruitment Principles published by the Civil Service Commission specify the circumstances when appointments may be made otherwise.

Unless otherwise stated above, the officials covered by this report hold appointments which are open-ended, and to which a notice period of three months would usually apply. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme. Further information about the work of the Civil Service Commission can be found at [www.civilservicecommission.org.uk](http://www.civilservicecommission.org.uk).

## Bonuses

Bonuses are based on performance levels attained and are made as part of the appraisal process. Bonuses relate to the performance in the year in which they become payable to the individual.

## Audited Remuneration

### Single total figure of remuneration

Officials	Salary		Performance related pay		Pension benefits		Total	
	2013/14 £000	2012/13 £000	2013/14 £0	2012/13 £0	2013/14 £0	2012/13 £0	2013/14 £0	2012/13 £0
Sir David Calvert-Smith, Chairman	55-60	25-30	-	-	-	-	55-60	25-30
Claire Bassett, Chief Executive	90-95	85-90 (FYE 90-95)	-	-	36,000	(2,000)	125-130	85-90
Chitra Karve, full-time member	05-10 (FYE 65-70)	65-70	-	-	2,000	26,000	10-15	90-95
Martha Blom-Cooper, Full-time member	65-70	65-70	0-5	0-5	10,000	12,000	75-80	75-80
Stephanie McIntosh, Full-time member	35-40 (FYE 55-60)	N/A	-	N/A	16,000	N/A	55-60	N/A
Graham Bull, Part-time member	0-5	0-5	-	-	-	-	0-5	0-5
John Chandler, Part-time member	0-5	0-5	-	-	-	-	0-5	0-5
Sian Flynn, Part-time member	0-5	0-5	-	-	-	-	0-5	0-5
Andrew Purkis, Part-time member	0-5	0-5	-	-	-	-	0-5	0-5
Cedric Pierce, Ex officio part-time member	0-5	0-5	-	-	-	-	0-5	0-5
Laura Buckley, Ex officio part-time member	0-5	0-5	-	-	-	-	0-5	0-5
Neil Butterfield, Ex officio part-time member	0-5	0-5	-	-	-	-	0-5	0-5
Band of highest paid Director's remuneration							90-95	90-95
Median total remuneration							24,525	24,308
Ratio							3.8	3.8

(1) Sir David Calvert-Smith is paid a daily rate of £785 for days worked to a maximum of 78 per year and receives no pension entitlement. (2012/13: 52 per year). The increase in maximum working days was approved by the Secretary of State.

(2) Chitra Karve resigned from the Parole Board as a full time member on 25 April 2013.

(3) Stephanie McIntosh was appointed on 01 August 2013 as a full time member.

(4) The remuneration disclosed for part time members who are members of the Management Board is their remuneration for acting as a member of the Management Board only.

(5) 'Salary' includes gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; and any other allowance to the extent that it is subject to UK taxation. Performance related pay is shown separately. These figures are exclusive of VAT which was payable in respect of services provided as a secondee and also exclude any severance pay in respect of compulsory redundancies and voluntary early departures.

(6) There were no benefits-in-kind provided to any of the above in 2013/14 and 2012/13.

## Pay Multiples

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid directors in their organization and the median remuneration of the organisation's workforce. The banded remuneration of the highest paid director at Parole Board in 2013/14 was £90-95k (2012/13 £90-95k). This was 3.8 times (2012/13, 3.8 times) the median remuneration of the workforce, which was £24,525 (2012/13 £24,308). No employees received remuneration in excess of the highest paid director (2012/13 Nil).

Total remuneration includes salary, non consolidated performance related pay and benefits in kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions. The Full-Time Members and the Chief Executive

## Audited Pension Entitlement

- The audited pension entitlements of the Full-Time Members and Chief Executive during 2013/14 were as follows:

Name	Accrued Pension at age 65 as at 31 March 14	Real Increase in pension at age 65	Real increase in lump sum	CETV at 1 April 13	CETV at 31 March 14	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000	£'000
Claire Bassett	5-10	0-2.5	-	64	87	12
Chitra Karve	0-5	0-2.5	-	69	75	4
Martha Blom-Cooper	10-15 & lump sum 40-45	0-2.5	0-2.5	175	194	4
Stephanie McIntosh	0-5	0-2.5	-	0	9	6



are all full members of the Principal Civil Service Pension Scheme (PCSPS). Part-time members of the Board have no pension entitlement. Pension benefits are provided through the Civil Service pension arrangements. From 30 July 2007, civil servants may be in one of four defined benefit schemes; either a final salary scheme (classic, premium or classic plus); or a whole career scheme (nuvos). These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus and nuvos are increased annually in line with Pensions Increase legislation. Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 1.5% and 6.25% of pensionable earnings for classic and 3.5% and 8.25% for premium, classic plus and nuvos. Increases to employee contributions will apply from 1 April 2014. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. Classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is

credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is updated in line with Pensions Increase legislation. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of three providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement). The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus and 65 for members of nuvos.

Further details about the Civil Service pension arrangements can be found at the website <http://www.civilservice.gov.uk/pensions>



## Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.


## Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Details of pension benefits under PCSPS are given in note 2d to the accounts.

## Compensation for loss of office

There was no compensation for loss of office in relation to senior management.



**Claire Bassett**

**Chief Executive and Accounting Officer**

The Parole Board for England and Wales

26 June 2014

# Chair and CEO Expenses

## Sir David Calvert-Smith, Chair - 1 April 2013 - 31 March 2014

Date	Purpose	Travel £	Accom £	Subs £	Total £
12/08/2013	Regional Event	66.45			66.45
08/11/2013	HMYOI Thorn Cross Visit	19.10			19.10
25/11/2013	Regional Event	43.90		26.00	69.90
18/03/2014	Regional Events	74.80			74.80
<b>Total</b>		<b>204.25</b>	<b>0.00</b>	<b>26.00</b>	<b>230.25</b>

## Claire Bassett, Chief Executive Officer - 1 April 2013 - 31 March 2014

Date	Purpose	Travel £	Accom £	Subs £	Total £
23/05/2013	Member conference	23.50			23.50
30/08/2013	Attend Hearing and Parole Practitioners Forum	124.20		17.30	141.50
16/10/2013	Observe Panel - HMP Frankland	21.00		5.00	26.00
20/11/2013	Regional Event/SCS Duty	27.50	89.30	42.75	159.55
17/03/2014	Visit Shared Services/Member Event	129.84			129.84
<b>Total</b>		<b>326.04</b>	<b>89.30</b>	<b>65.05</b>	<b>480.39</b>



# The Certificate and Report of the Comptroller and Auditor General to Houses of Parliament

I certify that I have audited the financial statements of the Parole Board for the year ended 31 March 2014 under the Criminal Justice Act 2003. The financial statements comprise: the Statement of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

## Respective responsibilities of the Accounting Officer and auditor

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Board and the Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the Criminal Justice Act 2003. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

## Scope of the Audit of the Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Parole Board's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Parole Board; and the overall presentation of the financial statements. In addition I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

## Opinion on Regularity

In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

## Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Parole Board's affairs as at 31 March 2014 and of its net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Criminal Justice Act 2003 and Secretary of State directions issued thereunder.

## Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with directions issued by the Secretary of State under the Criminal Justice Act 2003; and
- the information given in the Management Commentary and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

## Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records or returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

## Report

I have no observations to make on these financial statements.

**Sir Amyas C E Morse**

Comptroller and Auditor General

01 July 2014

National Audit Office

157-197 Buckingham Palace Road

Victoria

London

SW1W 9SP

## Statement of Comprehensive Net Expenditure

### for the year ended 31 March 2014

	Notes	£000 2013/14	£000 2012/13
<b>Expenditure</b>			
Staff and member costs	2a	(8,405)	(8,070)
Other operating costs	3	(4,485)	(4,381)
Net expenditure for the year		(12,890)	(12,451)
<b>Total comprehensive expenditure</b>		<b>(12,890)</b>	<b>(12,451)</b>

The notes on pages 62 to 73 form part of these accounts.  
All operations are continuing.

# Statement of Financial Position

## as at 31 March 2014

	Notes	31 March 2014 £000	31 March 2013 £000
<b>Non Current Assets</b>			
Property plant & equipment	4a	87	128
Intangible assets	4b	645	833
<b>Total non-current assets</b>		<b>732</b>	<b>961</b>
<b>Current Assets</b>			
Trade and other receivables	5	76	93
Cash at bank	6	900	887
<b>Total current assets</b>		<b>976</b>	<b>980</b>
<b>Total assets</b>		<b>1,708</b>	<b>1,941</b>
<b>Current Liabilities</b>			
Trade & other payables	7	(1,786)	(1,216)
Provisions	9	(262)	(234)
<b>Total current liabilities</b>		<b>(2,048)</b>	<b>(1,450)</b>
<b>Non current assets less net current liabilities</b>		<b>(340)</b>	<b>491</b>
<b>Assets less liabilities</b>		<b>(340)</b>	<b>491</b>
<b>TAXPAYERS' EQUITY:</b>			
<b>General reserve</b>		<b>(340)</b>	<b>491</b>

The notes on pages 62 to 73 form part of these accounts.



**Claire Bassett**

**Chief Executive and Accounting Officer**  
The Parole Board for England and Wales

26 June 2014

## Statement of Cash Flows

### for the year ended 31 March 2014

	Notes	2013/14 £000	2012/13 £000
<b>Cash flows from operating activities</b>			
Net expenditure for the year		(12,890)	(12,451)
Adjustments for:			
- Costs incurred by the Board but settled by MoJ	1c, 1d and 3	151	1,053
- MoJ overhead recharges	1d and 3	858	741
- Depreciation, amortisation and write offs	3	282	334
- Decrease / (Increase) in trade receivables	5	17	(31)
- Increase in trade payables	7	570	199
- Increase / (Decrease) in provisions	9	28	(108)
<b>Net cash outflow from operating activities</b>		<b>(10,984)</b>	<b>(10,263)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant & equipment	4a	(40)	(27)
Purchase of intangible assets	4b	(13)	(61)
<b>Net cash outflow from investing activities</b>		<b>(53)</b>	<b>(88)</b>
<b>Cash flows from financing activities</b>			
Grant-in-aid received from Ministry of Justice	1b	11,050	10,205
<b>Net financing</b>		<b>11,050</b>	<b>10,205</b>
<b>Net increase in cash and cash equivalents in the year</b>		<b>13</b>	<b>(146)</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>887</b>	<b>1,033</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>6</b>	<b>900</b>	<b>887</b>

The notes on pages 62 to 73 form part of these accounts.



## Statement of Changes in Taxpayers' Equity

### for the year ended 31 March 2014

	Note	General Reserve £000
<b>Balance at 31 March 2012</b>		<b>625</b>
<b>Changes in taxpayers' equity-2012/13</b>		
Net expenditure for year ended 31 March 2013		(12,451)
Asset transferred from MoJ sponsor	1b	318
Grant-in-aid towards expenditure	1b	10,205
Grant-in-aid received towards expenditure-costs settled by MoJ	1c, d	1,053
Grant-in-aid received through soft recharge of overhead	1c, d	741
<b>Balance at 31 March 2013</b>		<b>491</b>
<b>Changes in taxpayers' equity-2013/14</b>		
Net expenditure for year ended 31 March 2014		(12,890)
Grant-in-aid towards expenditure	1b	11,050
Non-cash charges: Serving judges provided by the MoJ	1d	151
Non-cash charges: Accommodation and other services provided by the MoJ	1d	858
<b>Balance at 31 March 2014</b>		<b>(340)</b>

The notes on pages 62 to 73 form part of these accounts.

# Notes to the Accounts

## 1. Statement Of Accounting Policies

### a) Accounting convention

These financial statements have been prepared in accordance with the 2013/14 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Parole Board for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Parole Board are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

The accounts are prepared using the historical cost convention. The impact of revaluing the Parole Board's fixed assets using modified historical cost accounting was found to be immaterial, therefore modified historical cost accounting has not been adopted. This complies with Treasury guidance.

### b) Grant-in-aid

HM Treasury's FReM requires Non-Departmental Public Bodies (NDPBs) to account for grants received for both revenue and capital grant-in-aid as financing because they are regarded as contributions from a controlling party which give rise to a financial interest in the residual value of NDPBs. All grant-in-aid is therefore credited to the General Reserve when received. Grant-in-aid credited to reserves includes costs met by other parts of government.

### c) Legal and compensation costs

Legal and compensation costs incurred are now settled by the Parole Board. This is due to a change in policy whereby the Parole Board was responsible for settling its own legal and compensation costs from 1 April 2013 onwards. In the 2012/13 financial year, these costs were settled by the MoJ (see notes 1j and 9). These costs are recorded in the Statement of Comprehensive Net Expenditure to report the full cost of the Parole Board's operations and the funding for these costs is included in grant-in-aid credited to reserves.

### d) Other costs met by the Ministry of Justice

The Ministry of Justice provides the Parole Board with accommodation, the services of serving judges, and facilities management. Postage costs were provided in 2012/13 but not 2013/14. Such services are recorded in the Statement of Comprehensive Net Expenditure to report the full cost of the Board's operations and the funding for these costs is included in grant-in-aid credited to reserves. The services are accounted for at full cost based on the services received.

### e) Non current assets

Tangible and intangible non current assets are capitalised when the original purchase price is £1,000 or over and they are held for use on an ongoing basis. Tangible and intangible non current assets are shown at depreciated historical cost as a proxy for fair value.

f) Depreciation and amortisation

- Information Technology hardware and software: Depreciation/amortisation is provided on a straight line basis, at rates calculated to write off the purchase costs over 3 years on hardware and software licenses.
- The Casework Management System, which was developed for the Parole Board by the Ministry of Justice, is amortised using a straight line basis over an estimated life of 5 years from February 2013, when the latest development phase (DEP3) was brought into use. The written down value of previous costs which had been capitalised in May 2010 was re lified when DEP3 came into use in February 2013 as the extension is an integral part of the asset.
- Furniture & fittings: Depreciation is provided on a straight line basis, at rates calculated to write off the purchase costs over 5 years.

Depreciation and amortisation are calculated monthly.

g) Operating leases

Amounts payable under operating leases are charged to the statement of net expenditure on a straight-line basis over the lease term, even if the payments are not made on such a basis.

h) Pension costs

Present and past employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) which is contributory and unfunded. Although the scheme is a defined benefit scheme, liability for payment of future benefits is a charge to the PCSPS. The Parole Board meets the cost of pension cover, provided for the staff employed, by payment of charges calculated on an accruing basis (note 2d). There is a separate scheme statement for the

PCSPS as a whole.

i) Employee benefits

In compliance with IAS19 Employee Benefits, an accrual is made for holiday pay in respect of leave which has not been taken at the year end and this is included within payables.

j) Provisions

The provisions for liabilities and charges reflect judgements about the likelihood that a future transfer of economic benefits will arise as a result of past events (note 9). Where the likelihood of a liability crystallising is deemed probable and where it is possible to quantify the effect with reasonable certainty, a provision is recognised.

k) Contingent liabilities

The provisions for liabilities and charges reflect judgements about the likelihood that a future transfer of economic benefits will arise as a result of past events.

Where the likelihood of potential liabilities crystallising is judged to be possible, a contingent liability is disclosed (note 13).

l) Value Added Tax

The Parole Board is not eligible to register for VAT and all costs are shown inclusive of VAT all of which is irrecoverable. Non current assets are capitalised at the VAT inclusive figure.

# Notes to the Accounts

for the year ended 31 March 2014

## 2. Staff And Member Costs

a)	2013/14 £000	2012/13 £000
<b>Permanent Staff*</b>		
Salaries and wages, including overtime	2,515	2,482
Pension contributions	370	365
Social security costs	193	199
	3,078	3,046
<b>Part-time Board members</b>		
Fees	4,489	4,327
Social security costs	478	329
	4,967	4,656
<b>Seconded staff</b>		
Salaries and wages	9	90
Pension contributions	2	15
Social security costs	1	8
	12	113
<b>Agency staff</b>		
	348	255
<b>Total</b>	<b>8,405</b>	<b>8,070</b>

Salaries and wages for seconded staff includes VAT. Staff costs above include costs of those disclosed in the Remuneration Report. An explanation of the Board's structure is included in the Remuneration Report and Governance Statement.

\* Permanent staff costs include £245,297 in relation to Civil Servants who were on long term loan from the MoJ to the Parole Board, but returned to the MoJ in 2013/14. This amount includes salary, pensions and social security costs

- b) The average number of employees, which excludes the Chairman and the full time members, during the accounting period by category was:

	Employed	Agency	2013/14 Total	2012/13 Total
Management	3	-	3	8
Casework	70	6	76	76
Secretarial/administrative support	10	3	13	14
<b>Total</b>	<b>83</b>	<b>9</b>	<b>92</b>	<b>98</b>

- c) The pension entitlements and remuneration of the Full-Time Members and the Chief Executive during 2013/14 are disclosed in the remuneration report.

- d) Pension benefits

The Board directly employs some staff and, although not civil servants, they are nevertheless similarly covered by the PCSPS. The PCSPS is an unfunded multi-employer defined benefit scheme but the Parole Board is unable to identify its share of the underlying assets and liabilities. A full actuarial valuation was carried out at 31 March 2007. Details can be found in the Resource Accounts of the Cabinet Office: Civil Superannuation ([www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)).

For 2013/14, contributions of £368,376 were payable by the Parole Board to the PCSPS (2012/13 £395,070) at one of four rates in the range 16.7% to 24.3% of pensionable pay (16.7% to 24.3% in 2012/13), based on remuneration bands. The salary bands to which these rates apply will be revalorised each year. Contribution rates payable by the Parole Board are to be reviewed every three years following a scheme valuation by the Government Actuary. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

- e) The emoluments (non-pensionable) of the highest paid part-time Parole Board member were £74,343 (2012/13- £93,418). Part-time members are not employees of the Parole Board and are appointees. They are paid a fee for each service they perform for the Parole Board.

Payments to part-time Members' emoluments were within the following ranges:

	2013/14 No.	2012/13 No.
Not exceeding £5,000	74	86
5,000 - 9,999	20	19
10,000 - 14,999	24	23
15,000 - 19,999	36	33
20,000 - 24,999	24	22
25,000 - 29,999	26	23
30,000 - 34,999	15	7
35,000 - 39,999	11	7
40,000 - 44,999	5	8
45,000 - 49,999	5	3
50,000 - 54,999	4	6
55,000-59,999	3	3
60,000-64,999	0	2
65,000-69,999	1	0
70,000-74,999	4	2
75,000-79,999	0	1
80,000-84,999	0	1
85,000-89,999	0	1
90,000-94,999	0	1
<b>Total</b>	<b>252</b>	<b>248</b>

f) Reporting of Civil Service and other compensation schemes – exit packages

Exit package cost band	Number of compulsory departures redundancies	Number of other agreed	Total number of exit packages by cost band 2013/14	Total number of exit packages by cost band 2012/13
£10,000-£25,000	-	2	2	1
£25,000 - £50,000	-	-	-	1
£50,000-£100,000	-	-	-	1
£100,000-£150,000	-	1	1	-
Total number of packages	-	3	3	3
<b>Total cost £'000</b>	-	<b>129</b>	<b>129</b>	<b>111</b>

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year of departure. Ill health retirement costs are met by the pension scheme and are not included in the table.

### 3. Other Operating Costs

	2013/14 £000	2012/13 £000
Travel and subsistence	844	927
Information technology costs	202	365
Casework Management System	233	286
Stationery and printing	383	299
Professional fees	10	122
Recruitment costs	32	12
Miscellaneous costs	73	36
Members' training	71	106
Staff training	18	18
Audit fees		
-external audit (NAO)	22	22
-internal audit	29	20
Legal and compensation costs	1,241	-
Operating leases	36	39
Web site	-	1
Depreciation and amortisation	282	334
<b>Costs met by the Parole Board</b>	<b>3,476</b>	<b>2,587</b>
<b>Costs incurred by the Parole Board but settled by the Ministry of Justice</b>		
Accommodation and other common services	858	741
Legal and compensation costs payable by MOJ	-	782
Serving judges	151	271
<b>Total other operating costs incurred by the Parole Board but settled by the Ministry of Justice</b>	<b>1,009</b>	<b>1,794</b>
<b>Total costs</b>	<b>4,485</b>	<b>4,381</b>

## 4a Property, Plant & Equipment

	Furniture £000	IT hardware £000	Total £000
<b>Cost</b>			
At 1 April 2013	78	362	440
Additions	1	39	40
Disposal	-	-	-
<b>At 31 Mar 2014</b>	<b>79</b>	<b>401</b>	<b>480</b>
<b>Accumulated depreciation</b>			
At 1 April 2013	71	241	312
Charge for the year	4	77	81
Depreciation on disposal	-	-	-
<b>At 31 Mar 2014</b>	<b>75</b>	<b>318</b>	<b>393</b>
<b>Net book value at 31 Mar 2014</b>	<b>4</b>	<b>83</b>	<b>87</b>
Net book value at 31 March 2013	7	121	128

	Furniture £000	IT hardware £000	Total £000
<b>Cost</b>			
At 1 April 2012	76	337	413
Additions	2	25	27
Disposal	-	-	-
<b>At 31 March 2013</b>	<b>78</b>	<b>362</b>	<b>440</b>
<b>Accumulated depreciation</b>			
At 1 April 2012	61	153	214
Charge for the year	10	88	98
Depreciation on disposal	-	-	-
<b>At 31 March 2013</b>	<b>71</b>	<b>241</b>	<b>312</b>
<b>Net book value at 31 March 2013</b>	<b>7</b>	<b>121</b>	<b>128</b>
Net book value at 31 March 2012	15	184	199



## 4b Intangible Assets

	IT Software	Casework Management System	Total
	£000	£000	£000
<b>Cost</b>			
At 1 April 2013	251	1,314	1,565
Additions	13	-	13
<b>At 31 March 2014</b>	<b>264</b>	<b>1,314</b>	<b>1,578</b>
<b>Accumulated amortisation</b>			
At 1 April 2013	190	542	732
Charge for the year	41	160	201
<b>At 31 March 2014</b>	<b>231</b>	<b>702</b>	<b>933</b>
<b>Net book value at 31 March 2014</b>	<b>33</b>	<b>612</b>	<b>645</b>
Net book value at 31 March 2013	61	772	833

	IT Software	Casework Management System	Total
	£000	£000	£000
<b>Cost</b>			
At 1 April 2012	246	940	1,186
Additions	5	374	379
Disposal	-	-	-
<b>At 31 March 2013</b>	<b>251</b>	<b>1,314</b>	<b>1,565</b>
<b>Accumulated amortisation</b>			
At 1 April 2012	137	359	496
Charge for the year	53	183	236
Amortisation on disposal	-	-	-
<b>At 31 March 2013</b>	<b>190</b>	<b>542</b>	<b>732</b>
<b>Net book value at 31 March 2013</b>	<b>61</b>	<b>772</b>	<b>833</b>
Net book value at 31 March 2012	109	581	690

## 5. Trade And Other Receivables

Amounts falling due within one year	31 March	31 March
	2014	2013
	£000	£000
Prepayments	24	14
Staff receivables	18	25
MoJ intra department receivables	34	49
Other government receivables	-	5
<b>Total</b>	<b>76</b>	<b>93</b>

## 6. Cash At Bank

	31 March	31 March
	2014	2013
	£000	£000
Balance at 1 April	887	1033
Net change in cash and cash equivalent balances	13	(146)
<b>Balance at 31 March</b>	<b>900</b>	<b>887</b>
Cash held in commercial bank accounts	-	18
Cash held in Government Banking Service	900	869
<b>Total cash at bank</b>	<b>900</b>	<b>887</b>

## 7. Trade And Other Payables

Amounts falling due within one year	31 March	31 March
	2014	2013
	£000	£000
Tax and social security	188	149
Trade payables	376	340
Accruals-holiday pay	35	99
Accruals	877	374
MoJ Internal audit	19	28
Shared services payroll	248	22
Shared services IT	43	204
<b>Total</b>	<b>1,786</b>	<b>1,216</b>

## 8. Intra – Government Balances

	31-Mar-14 Receivables: amounts falling due within one year	31-Mar-14 Payables: amounts falling due within one year	31-Mar-13 Receivables: amounts falling due within one year	31-Mar-13 Payables: amounts falling due within one year
	£'000	£'000	£'000	£'000
Balances with other central government bodies	34	498	54	403
Balances with bodies external to government	42	1,288	39	813
<b>Total</b>	<b>76</b>	<b>1,786</b>	<b>93</b>	<b>1,216</b>

## 9. Provisions For Liabilities And Charges

	Legal claims £'000	Pay progression £'000	Photocopier lease £'000	Total £'000
<b>Balance at 31 March 2013</b>	<b>152</b>	<b>6</b>	<b>76</b>	<b>234</b>
Provided in the year	65	31	-	96
Provisions utilised in the year	(20)	-	(48)	(68)
Provision written back	-	-	-	-
<b>Balance at 31 March 2014</b>	<b>197</b>	<b>37</b>	<b>28</b>	<b>262</b>

Provision has been made for all known claims resulting from judicial reviews where it is considered that it is more likely than not that the claim will be successful and the amount of the claim can be reliably estimated. The figures represent the best estimate of the amount payable based on historic trends for success rates and average amounts payable. Legal claims which may succeed but are less likely to do so or cannot be estimated reliably are disclosed as contingent liabilities in Note 13.

£31,000 was provided for pay progression to permanent members of staff for the financial year 2013/14.

Provision has been made during the year for the unused portion of remaining payments to be made on an operating lease which contains some photocopiers which are currently not in use at the Parole Board. As such, these are treated as an onerous lease under IAS37.

All provisions are not material.

## 10. Related Party Transactions

The Parole Board is an Executive Non-Departmental Public Body sponsored by the Criminal Justice Group in the Ministry of Justice. The Ministry of Justice and Home Office are regarded as related parties. During the year, the Parole Board had significant material transactions with Ministry of Justice which provided accommodation, the services of serving judges, and also seconded some staff. The Home Office and the National Offender Management Service provided IT and telecommunications support.

During the year none of the Management Board members, members of the key management staff or other related parties have undertaken any material transactions with the Parole Board.

## 11. Commitments Under Leases

Total future minimum lease payments under operating leases are given in the table below for each of the following periods.

	31 March 2014 £000	31 March 2013 £000
Payments due within one year	43	90
Payments due within 2-5 years	-	43
<b>Total</b>	<b>43</b>	<b>133</b>

There were no commitments falling due after 5 years.

## 12. Financial Instruments

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The Parole Board has no borrowings and relies on grant-in-aid from the Ministry of Justice for its cash requirements, and is therefore not exposed to significant credit, liquidity or market risk.

## 13. Contingent Liabilities

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The Board discloses contingent liabilities where it determines that there is a chance that it may be required to make an economic outflow as a result of a present obligation arising from legal claims, but that at the year end, this outflow is only possible rather than probable. The Parole Board is defending numerous judicial review claims for compensation where it considers liability is possible.

Were all of these claims to crystallise, the Parole Board's best estimate of the amount payable is £234,000 (2012/13 - £263,000). This is based on analysis of the claims received against historic trends for success rates and average amounts payable, and excludes cases of probable outflow as disclosed in note 9.

## 14. Events After The Reporting Period

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There are no significant post balance date events. The Accounting Officer authorised these financial statements for issue on the date of signing by the Comptroller and Auditor General.

## 15. Financial Targets

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There were no key financial targets for the Parole Board.

## 16. Losses And Special Payments

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	31 March 2014 £000	31 March 2013 £000
<b>Compensation payments to prisoners</b>	<b>91</b>	<b>87</b>

These amounts relate to compensation claims resulting from judicial reviews and do not include legal costs.

There were no other losses or special payments during the year.



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# **Membership**

Of the Parole Board between  
1 April 2013 and 31 March 2014

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### Sir David Calvert-Smith

Sir David Calvert-Smith was a High Court Judge in the Queen's Bench Division from 2004 - 2012 and was a Presiding Judge of the South Eastern Circuit (2006 - 2010). He served as the Director of Public Prosecutions (1998 - 2003). (Appointed 2012)

### Sir Neil Butterfield

High Court Judge. Vice-Chairman from November 2004. Retired from the bench in October 2012. (Appointed 2003)

### Lindsay Addyman JP

Former Assistant Prisons' Ombudsman. Member of Home Secretary's Advisory Board on Restricted Patients. Chairman, IMB, HMP Full Sutton. Part-time independent member, 1987-1991. Part-time independent member 2000-2010. Full-time member, 1992-98. Magistrate. (Appointed 2012)

### Her Honour Caroline Alton

Retired Senior Circuit Judge. Mercantile Judge at the Birmingham Civil Justice Centre until October 2009. (Appointed 2009, left May 2013)

### Simon Ash QPM

Former Chief Constable of Suffolk until 2013. Served 30 years as a police officer in Kent, Hertfordshire and Suffolk. (Appointed 2012)

### Dr John Baird MD, FRCPsych

Honorary Consultant Forensic Psychiatrist, Glasgow. Former Consultant Forensic Psychiatrist, State Hospital, Carstairs. (Appointed 2008)

### Dawn Baker MA, DipSW

Trained Probation Officer and registered Social Worker: court reports, community orders, post-custody licences, probation hostel, youth offender. Other work included student advice and residential care of the elderly. (Appointed 2012)

### Pamela Baldwin

Criminal law solicitor. (Appointed 2010)

### Richard Baldwin

Former Chief Officer, Hertfordshire Probation. Chair, Independent Monitoring Board, HMP Wakefield Prison. Chairs selection panels for Judicial Appointments Commission and member of Audit Committee for West Yorkshire Police, and Police and Crime Commissioner. (Appointed 2009)

### His Honour Judge Christopher Ball QC

Circuit Judge (2001 to date). Recorder and Queen's Counsel (1993). Barrister at law. (1972-2001). (Appointed 2010)

### Arnold Barrow

Parole Board Probation Member (1994-2000). Former Area Manager, Victim Support, Suffolk. Former Chief Probation Officer, Suffolk. Independent Person for Suffolk Local Authorities. Consultant in Social Justice. (Appointed 2003, left September 2013)

### His Honour Keith Bassingthwaite

Retired Circuit Judge. Resident Judge Guildford Crown Court (2000-2003). Member, Surrey Probation Committee. President, Independent Tribunal Service (now Appeals Service) for England, Scotland and Wales (1994-1998). (Appointed 2004)

### His Honour Judge Anthony Bate

In practice at Criminal Bar (1988-2007). Circuit Judge since 2007; ticketed to try murder and serious sexual offences. Based at Norwich Crown Court since November 2013. (Appointed 2010)

### Professor Jacqueline Bates-Gaston BA, MSc, MSc, PhD, AFBPsS, MBACP, C.Psychol (Forensic) Psychologist

Chief psychologist with Northern Ireland Prison Service, Honorary Professor in Applied Psychology at the University of Heriot Watt, Edinburgh since 1991. (Appointed 2011)

### His Honour John Beashel DL

Retired Judge (October 2008). Legal Member, Mental Health Review Tribunal (2008-2012). (Appointed 2007)



### His Honour Judge Martin Beddoe

Circuit Judge sitting in crime (2007 to date); Tutor Judge, Judicial College (2007 to date); Standing Counsel to HMRC (2005-2007); Crown Court Recorder (2002-2007); in practice at the Bar (1980-2007). (Appointed 2010)

### Eleni Belivanaki, BA (Hons), MSc, C. Psychol (Forensic), AFBPsS, HCPC

BPS Chartered & HCPC Registered Consultant Forensic Psychologist. Senior Psychologist in Personality Disorder Service, South London and Maudsley NHS Trust. Previously Head of Psychology Department in Mental Health Services (Independent sector), NHS, Deputy Head of Psychology in HM Prison Service and Mental Health Co-ordinator for Médecins Sans Frontières (Doctors without Borders) in Zimbabwe. (Appointed 2011)

### Kerrie Bell

Called to the Bar (1986). Worked for the Crown Prosecution Service in London, Kent and the North East. (Appointed 2012)

### Geraldine Berg OBE JP

Independent complaint reviewer for public bodies; Former Chair SE London Probation Service; Solicitor (non-practising); Magistrate; Lay Board Member Human Tissue Authority. (Appointed 2012)

### His Honour Judge Peter Birts QC

Circuit Judge, Snaresbrook Crown Court (2005-2010), Kingston Crown Court (2010). Legal Member, Mental Health Review Tribunal (1994 to date). (Appointed 2006)

### Dr Dawn Black MSc, MD, FRCPsych

Consultant Psychiatrist, Medical Member, Mental Health Review Tribunal. (Appointed 2006)

### Martha Blom-Cooper BSc (Hons), MPhil (Cantab), C Psychol

Full-time member. Director of Business Development. Practising Forensic Psychologist registered with the Health Professionals Council and previously senior manager in HM Prison Service. (Appointed 2008)

### Maggie Blyth BA (Hons), MA (Ed) PGCE

Former Senior Civil Servant at National Youth Justice Board. National safeguarding children specialist, Independent Chair Kent, Hampshire and Isle of Wight LSCBs. Member of UK Health and Care Professions Council. (Appointed 2005)

### Nigel Bonson MA (Exon)

Former Chief Inspector, Greater Manchester Police specialising in partnership work and domestic violence. Has since worked for Government as advisor, trainer and facilitator focusing on crime reduction, drugs, guns and gangs. Also a Specialist Member of the Mental Health Review Tribunal. (Appointed 2005)

### His Honour Michael Brooke QC

Retired Circuit Judge (2004-2010). Deputy Circuit Judge (2010-2012). Called to the Bar (1968). Appointed QC (1994). Assistant recorder, Crown Court (1997). Member, Restricted Patient Panel, Mental Health Review Tribunal (2002-2012). (Appointed 2009)

### His Honour Judge Robert Brown

Circuit Judge, Criminal law at Preston Crown Court (2002 - to date). Circuit Judge, Northern Circuit (1988 to date). Family Judge, Deputy High Court Judge Family and Civil (1989-2002). Resident Judge in Carlisle (1989-2001). Barrister (Manchester) (1968). (Appointed 2008)

### His Honour David Bryant

Retired Circuit Judge, Teesside (1989 to 2007). Designated Family Judge, Teesside (1995 to 2007), Member of Teesside Probation Board. (Appointed 2007)

### Laura Buckley

Former Diplomat, Foreign & Commonwealth Office, (1989-2006). Crown servant, MOD (2006-2007). (Appointed 2007)

### Graham Bull

Solicitor (non-practising). Former Corporate Director, North Norfolk District Council. Former Chair, Norfolk Probation Board. (Appointed 2006)

### His Honour Jeffrey Burke BA, QC

Retired Circuit Judge. Judge for Employment Appeals Tribunal. Legal Member, Mental Health Review Tribunal. (Appointed 2008)

### His Honour Michael Burr

Retired Circuit Judge (2008). Circuit Judge at Swansea Crown Court 1992-2008. (Appointed 2008)

### Bruce Butler

Solicitor. Former Senior Civil Servant, Head of Inland Revenue Crime Group and Head of Direct Tax, Fraud Prosecutions Division, Revenue and Customs Prosecutions Office. (Appointed 2007)

### His Honour Judge Jeremy Carey DL

Common law & commercial barrister for 30 years. Part-time and full-time judge since 1998. Authorised to try Class 1 cases. Resident Judge at Maidstone Crown Court. (Appointed 2010)

### Paul Cavadino

NACRO Chief Executive from 2002 to 2009 after joining the organisation in 1972. Chair of Penal Affairs Consortium (1989-2001). Chair of Alliance for Reducing Offending (2002-2008). (Appointed 2010)

### John Chandler CBE, C Eng, FRAeS

Former Royal Air Force Officer. Ex-Chief Executive Progressive Supranuclear Palsy (PSP) Association. (Appointed 2005)

### Dr Derek Chiswick MB, ChB, MPhil, FRCPsych

Retired consultant forensic psychiatrist formerly at Royal Edinburgh Hospital. Former member of Home Office Advisory Board on Restricted Patients. Member Mental Health Tribunal Scotland. (Appointed 2006)

### Jane Christian BA (Hons), MPH

Former Senior Operational Manager for national charity. Extensive experience of substance misuse services, including those for young people, families and offenders. (Appointed 2009)

### Alison Clark

Full-time Salaried Tribunal Judge of the First Tier Tribunal (Health, Education and Social Care Chamber). Former Head of Criminal Justice Unit, Durham Crown Prosecution Service. (Appointed 2006)

### Ian Clewlow BA (Hons), MSW

Deputy Chief Executive of Devon and Cornwall Probation Trust and former Senior Manager and Middle Manager in Devon and South Yorkshire. Member since 2007. (Appointed 2007)

### Louise Coates BSc (Hons), MSc, Cpsychol, AFBPsS, CSci

Consultant Forensic Psychologist with Cambridgeshire and Peterborough NHS Foundation Trust. Former Area Principal Psychologist, HM Prison Service, and Consultant Psychologist with Essex Youth Offending Service and Essex Forensic Mental Health Services. (Appointed 2007)

### His Honour Judge Nick Coleman

Circuit Judge at Norwich Combined Court (2009 to date). Resident Judge, Peterborough Combined Court (June 2001 - 2009). Member Restricted Patients Panel (2012). (Appointed 2004)

### His Honour Paul Collins CBE

Senior Resident Judge at Central London Civil Justice Centre (2001 to 2010); Designated Civil Judge for London Group of County Courts (2001-2008); Senior Circuit Judge 2001; CBE 1999; Director of Studies Judicial Studies Board (1997-99); Circuit Judge 1992. (Appointed 2010, left December 2013)

### Peter Coltman BA (Hons) MA

Formerly a senior Police Officer. (Appointed 2010)

### Andrea Cook OBE, BA (Hons), MA

Specialist in consumer and regulatory affairs in energy, financial, legal and water sectors. Chair, Consumer Council for Water (Northern region/ member of Board since 2005). Former member of Board of Legal Complaints Service, investigating complaints against solicitors. (Appointed 2005)

### Dr Rosemarie Cope MB, ChB, FRC Psych

Retired Consultant Forensic Psychiatrist formerly at Reaside Clinic, Birmingham. Former member of Mental Health Act Commission and Mental Health Review Tribunal. (Appointed 2006)

### His Honour Judge Graham Cottle

Circuit Judge (1993 to date) who is rejoining the Parole Board membership. (Appointed 2010)

### Dr Paul Courtney MRC Psych

Consultant Psychiatrist, Hampshire Partnership NHS Trust. (Appointed 2006)

### His Honour Gareth Cowling

Retired Circuit Judge. Circuit Judge at Portsmouth Crown Court (2004-2009). (Appointed 2007)

### His Honour Tom Cracknell

Retired Circuit Judge (2009). Designated Family Judge at Hull Combined Court Centre (1994-2007). (Appointed 2009)

### Michael Crewe MA (Cantab), JP

Magistrate. Financial Ombudsman. Member of Medical Practitioners Tribunal Service Fitness to Practise Panel. (Appointed 2010)

### Geoff Crowe BSc (Hons), MSc

Former police officer with experience in the area of Multi Agency Public Protection. Employee Member of the Employment Tribunal. (Appointed 2010)

### Dr Andrew Dale BA (Hons) MA PhD

Former Police Inspector. Following research and design related to language development, served for 30 years as a police officer in various roles including research into crime analysis/profiling techniques and, latterly, as Local Criminal Justice Board Programme Manager for a large area. (Appointed 2012)

### Sue Dale

Chartered Tax Adviser. Former investment banker. Member of the Upper Tribunal, Tax and Chancery Chamber. Magistrate - Central London Local Justice Areas. (Appointed 2007)

### Dr Lynne Daly MA MB BChir FRCPsych

Consultant Adolescent Forensic Psychiatrist, retired from NHS in November 2010. Butler Trust Award Winner 2011 For MODEL team, Manchester. (Appointed 2008)

### Malcolm Davidson BA (Hons), BSc, MSc

Probation Officer, National Offender Management Service. Mental Health Tribunal Lay Specialist Member. (Appointed 2005)

### Sue Davies

Barrister-at-Law. Former Crown Prosecutor for Wiltshire and Thames Valley. Legal Member, Mental Health Review Tribunal. (Appointed 2005)

### His Honour Judge Simon Davis

Circuit Judge, Iselworth Crown Court (January 2013 – to date) Aylesbury Crown Court (2011- 2012) Inner London Crown Court (2004 - 2011). Practised at the Criminal Bar between 1980-2004 and recorder (1998-2004). (Appointed 2009)

### His Honour Judge Paul Dodgson

Circuit Judge, Southwark Crown Court (2001-2008) and Kingston Crown Court (2008). (Appointed 2003)

### Victoria Doughty

Ten years' experience in the Probation Service, five years specialising in sexual offending. Degrees in Criminology, Crime and Community Justice. (Appointed 2010)

### Roland Doven MBE JP

Independent member of Parole Board 1997-2006. Magistrate 1990- 2010 (now on supplemental list). (Appointed 2012)

### Margaret Dunne

A career in the Probation Service and a guardian ad litem (1975-2011). Retired as a Senior Probation Officer and MAPPA Chair. A specialist in substance misuse for ten years. (Appointed 2010)

### Sir Stewart Eldon KCMG, OBE

After postgraduate research in electronics spent 34 years in the Diplomatic Service, retiring as UK Ambassador to NATO. (Appointed 2010)

### Annalise Elliott BA (Hons), MSc

Assistant Director Community Safety for local government for 13 years. Previous experience with the Legal Services Commission and specialist roles with domestic abuse. Experience in the public private and voluntary sectors. (Appointed 2010)

### Christopher Emerson

History of investigating complaints for Local Authorities & NHS trusts in Peterborough, Cambridgeshire, Leicestershire and Rutland. (Appointed 2012)

### His Honour Fabyan Evans

Retired Circuit Judge. Resident Judge, Middlesex Guildhall Crown Court (1995-2005). (Appointed 2005)

### Joanna Evans

Barrister. Deputy District Judge (Magistrates' Court). (Appointed 2009)

### Kim Evans OBE

Chair, Clean Break (theatre company working with women offenders). Trustee, Heritage Lottery Fund and National Portrait Gallery. (Appointed 2006).

### Rick Evans

Former Senior Civil Servant. Registered practitioner Occupational Psychologist. Part-time management consultant to assessment centres and quality assurance processes. (Appointed 2005)

### Simon Evans LLB

Solicitor. Fee paid Tribunal Judge of the First Tier Tribunal (Social Entitlement Chamber). Deputy Traffic Commissioner for the North West of England. Lay member Fitness to Practise Panel of the Nursing & Midwifery Council. (Appointed 2007)

### The Honourable Mr Justice Roderick Evans

Barrister 1970-1992, Circuit Judge 1992-2001, High Court Judge 2001-to date. (Appointed 2012)

### Jane Everitt

Currently Fitness to Practise panel member for the General Medical Council, Health and Care Professions Council and Nursing and Midwifery Council. Tribunal Member, First Tier, Health and Social Care Chamber (2002 - to date). Solicitor (non-practising) since 1989. (Appointed 2010, left 2013)

### Kay Fielding

Probation background working as a maingrade officer and a manager in the field/courts & prisons. Seconded to NOMS ACO Head of Probation Advisory Team and Head of Post Release Policy. Implemented the 2008 Criminal Justice Act and agreed Secretary of State releases. Seconded to Parole Board as Head of Quality Unit in 2010 until 2012. Providing training to probation and prisons in UK and abroad in risk assessment and management of risk/parole and management of high risk sexual and violent offenders. (Appointed 2012)

### His Honour Peter Fingret

Retired Circuit Judge (1992-2005). Stipendiary Magistrate (1982-1992). Legal Member, Mental Health Review Tribunal (1994). (Appointed 2003)

### Sue Finn

NHS Regional Manager with National Treatment Agency for Substance Misuse (2002-2009). Assistant Chief Probation (1995-2001). Probation Service since 1983. (Appointed 2010)

### Sian Flynn BA (SS) Hons

Freelance fundraising consultant and qualified coach. Former Chairman, Ashford and St Peter's NHS Trust. (Appointed 2005)

### His Honour Paul Focke QC

Former Senior Circuit Judge at Central Criminal Court. (Appointed 2007)

### Michael Fox

Probation Officer (1986-2010). Public Protection Advocate for MoJ (2007 to date). (Appointed 2010)

### Dr Caroline Friendship BSc (Hons), MSc, PhD, C Psychol, AFBPS

Chartered Forensic and Registered Psychologist. Former Principal Psychologist with HM Prison Service and Principal Research Officer, Home Office. (Appointed 2006)

### Lucy Gampell OBE

Director Action for Prisoners' Families (1993-2008); President of the Children of Prisoners' Europe Network; Trustee, CLINKS; (Appointed 2009).

### Philip Geering

Barrister. Previously Director Policy Crown Prosecution Service; Director Strategy & Communications, Independent Police Complaints Commission. Currently non-executive Member Legal Service Board, BIS; Internet Watch Foundation Trustee; panellist regulatory bodies within healthcare. (Appointed 2012)

### His Honour Judge Alan Goldsack QC, DL

Senior Circuit Judge. Resident Judge, Sheffield Crown Court (2000 to date). Honorary Recorder of Sheffield. (Appointed 2009)

### Kevin Green

Specialist Member, First-tier Tribunal, Mental Health (Health, Education and Social Care Chamber). Former senior police officer and UK national drugs coordinator for the Association of Chief Police Officers. (Appointed 2010)

### His Honour Judge David Griffith-Jones QC

Circuit Judge (2007). Assistant Recorder (1992). Recorder (1997). Silk (2000). Assistant Boundary Commissioner (2000–2007). ACAS Arbitrator (2007). FCI Arb (1992–2008). Chairman, ICC Drugs Appeal Tribunal and LTA Appeals Committee (2004–2007). Legal Member, Sports Disputes Resolution Panel. Legal Member, Mental Health Review Tribunal. Author of "Law and the Business of Sport" (1998). (Appointed 2009)

### His Honour David Griffiths

Retired as a full-time judge on 31 July 2009. First joined the Parole Board in 1996, and was re-appointed in 2005. (Appointed 2005)

### Ronno Griffiths

Lay Associate Member, Fitness to Practise Panel, Medical Practitioners Tribunal Service; peer reviewer Healthcare Inspectorate Wales; independent trainer, policy and practice adviser: substance use, sexual assault and sexual health. (Appointed 2009)

### Her Honour Judge Anna Guggenheim QC

Circuit Judge sitting at Isleworth Crown Court and Central London County Court, 2006 to date. Appointed Recorder, South Eastern Circuit in 2002. Appointed QC in 2001. Practising barrister 1982–2005. (Appointed 2010, left 2014)

### Professor John Gunn CBE, MD, FRCPsych, FMedSci

Emeritus Professor of Forensic Psychiatry, KCL. Member, Home Secretary's Advisory Board on Restricted Patients (1982–1991). Chairman, Faculty of Forensic Psychiatry, Royal College of Psychiatrists (2000–2004). (Appointed 2006)

### Her Hon Judge Carol Hagen

Circuit Judge (1993). Legal Member, Mental Health Review Tribunal (2001). (Appointed 2004)

### James Haines MBE

Former College Principal. Research Consultant, International Centre for Prison Studies. Former Chairman, Independent Monitoring Board, HMP Wymott. (Appointed 2006)

### Dr Roisin Hall C.Psychol, FBPsS

Chartered Forensic and Clinical Psychologist (NHS, academic and prison settings). Chief Executive of the Risk Management Authority in Scotland, setting standards for risk management of serious violent and sexual offenders 2005–2009. (Appointed 2010)

### His Honour Tony Hammond

Retired Circuit Judge (1986–2010). Recorder (1980). Barrister (1959–1986) (Appointed 2010)

### Mary Handley

Registered Social Worker and was formerly Director of Internal Audit and Inspection at the NSPCC. Professional specialism in assessment of risk and child protection cases. (Appointed 2012)

### Alan Harris

Solicitor (non-practising). Chair panellist of the Fitness to Practise Panel of the Nursing and Midwifery Council. (Appointed 2006)

### Eliza Harris

A chartered forensic psychologist registered with the HPC. 16 years experience of working within the Prison Service. (Appointed 2011)

### Peter Haynes

Performance Advisor, seconded to Office of Criminal Justice Reform. (2003–2006). Assistant Chief Officer, Sussex Probation Area (1992–2006) retired 2006. Current CJ consultant/trainer. (Appointed 2006)

### Kirsten Hearn

Successful and experienced leader, facilitator and non-executive Director at national and regional level. A freelance trainer, coach and consultant from a public service, community action and creative arts background. (Appointed 2012)



### His Honour Judge Roderick Henderson

Circuit Judge (2009 to date). Barrister (1978-2009). (Appointed 2010)

### Matthew Henson

UKCP registered psychotherapist; psychotherapist member BACP fitness to practise panel; lay member Medical Practitioner's Tribunal Service (formerly GMC) fitness to practise panel. (Appointed 2005)

### Andrew Henwood

Former Detective Chief Superintendent with experience of leading investigations into high profile serial homicides and as head of specialist crime and public protection for Suffolk and Norfolk constabularies. (Appointed 2012)

### Glyn Hibberd

Former lecturer. Now freelance education and research consultant, with particular interest in young offenders and young people in/or previously in care. (Appointed 2009)

### Julia Higginbotham BSc (Hons), MSc, C.Psychol (Forensic), HPC.

BPS Chartered and HPC Registered Forensic Psychologist. Nine years previous experience with the Prison Service working within High Security, Cat B and Cat C prisons, including Senior Psychologist role at HMP Garth. Specialist in the assessment and treatment of domestically violent offenders, previously a National Trainer for accredited Domestic Violence programmes. (Appointed 2011)

### Debbie Hill

Barrister at law. Senior Probation Officer, Hereford and Worcester Probation Service (1997-2000). District Team Manager, West Mercia Probation (1997-2005). Member of the Criminal Injuries Compensation Board appointed 2012 and the Parole Board for Northern Ireland. (Appointed 2003, left September 2013)

### His Honour David Hodson

Called to Bar in 1966. In practice until 1987. Circuit Judge until 1997. Senior CJ and Recorder of Newcastle 1997-2010. Trying class 2 cases for 20 years and class 1 cases for 14 years. (Appointed 2010)

### John Holt

Retired solicitor. Served 26 years as a prosecutor. Former Chief Crown Prosecutor for Merseyside (1999 – 2004) and Greater Manchester (2004 – 2009). (Appointed 2010)

### His Honour Judge Stephen Holt

Circuit Judge (2009 to date). Honorary Recorder of Norwich 2013- to date. 35 years in criminal law. (Appointed 2010)

### Joanna Homewood CPsychol, MSc, BA

Chartered Clinical Forensic Psychologist with applied experience of working in the Prison Service, Private Sector, NHS and Foreign and Commonwealth Office. (Appointed 2008)

### His Honour Judge Mark Horton

Appointed Judge in 2008. Recorder (1999-2008). Barrister in Bristol for 32 years. Practice of criminal work and personal injury work. (Appointed 2010)

### Jane Horwood QPM

Retired Police Chief Superintendent; worked in in uniformed operations as a Divisional Commander, various investigative roles and for the National Criminal Intelligence Service and the Inspectorate of Constabulary (Appointed 2010)

### Liz Housden

Management Consultant. Former HR Director, voluntary sector. Former Member, Lancashire Probation Board (2003-06). (Appointed 2005)

### Phillip Hughes

Farmer. Chair, TADEA Ltd, Sustainable Energy Company; Founder and Chair, Teesdale Community Resources; former RAF pilot, CAB manager, parish and district councillor and regional development agency board member. (Appointed 2009)

### Beccy Hunt BA (Hons), MA Social Work

Former Senior Probation Officer at North Yorkshire Probation Service (1994-2010). Research into NOMS interventions for domestic abuse perpetrators with a military background. (Appointed 2010)

### Claire Hunt

BPS Chartered & HCPC Registered Consultant Forensic Psychologist. Associate Fellow of the BPS. Experience in HM Prison Service and Forensic Mental Health Services. Parole Commissioner for Northern Ireland (2013 to date) Independent consultant in forensic and family proceedings. (Appointed 2011)

### Dr Mike Isweran

Retired Consultant Forensic Psychiatrist, Hertfordshire Partnership NHS Trust. Formerly Consultant Forensic psychiatrist, Broadmoor Hospital. Medical member, Tribunal Services for Mental Health. (Appointed 2010)

### John Jackson

Former Company Secretary, British Gas plc and Clerk to the Governors, Dulwich College. Until recently Member of Solicitors Disciplinary Tribunal and Chairman of Horsham and Crawley Samaritans. Former member, IMB HMP Highdown (Appointed 2005)

### Pat Johnson

Former Assistant Chief Officer, National Probation Service, Warwickshire Area. (Appointed 2007)

### His Honour Geoffrey Kamil CBE

Retired Circuit Judge and formerly a Lead Diversity & Community Liaison Judge. Member, Parole Board Performance and Development Committee. Member, Leeds University Centre for Criminal Justice Studies. A former member of the Judicial Studies Board Equal Treatment Advisory Committee & Family Committee. Former Member of The Law Society Equality & Diversity Committee. (Appointed 2010)

### Her Honour Judge Louise Kamill

Circuit Judge at Snaresbrook Crown Court (2008 to date). Called to the Bar July 1974, member of the Inner Temple. (Appointed 2010)

### Mary Kane

Solicitor. Fee paid Tribunal Judge for Health and Social Care chamber of the Tribunal Service, (Mental Health); Deputy Traffic Commissioner; Legal Chair, GMC; Facilitator for Judicial College training; appraiser and mentor for Mental Health Tribunal; Family Mediator. (Appointed 1996, reappointed 2007)

### Chitra Karve

Solicitor. Member of the Disciplinary Committee of the Royal College of Veterinary Surgeons and Panel Member, Medical Practitioners Tribunal Service. Former Director of Member Development and Practice at the Parole Board. (Appointed 2010, reappointed 2013)

### His Honour Judge Roger Keen QC

Barrister QC - Member of the Bar; Formerly sat on disciplinary complaints panel; Member of M.H.R Tribunal (former); Circuit Judge (crime only - class 1&2 tickets). (Appointed 2010)

### Dr Ian Keitch OBE, MB, Ch.B, FRCPsych

Consultant Forensic Psychiatrist (retired). Former Clinical Director of DSPD Service and Medical Director at Rampton Hospital. Medical member, Tribunal Service Mental Health. (Appointed 2008)

### Sarah Khan

HCPC registered, Chartered Forensic Psychologist with extensive experience in working with adults and adolescents with mental illness and personality disorders in secure hospitals. (Appointed 2011)

### Assia King

Voluntary sector background working with a variety of social issue based organisations/charities. Member of Social Security Tribunal. (First Appointed 1998, re-appointed 2010)

### Martin King JP, BA, DMS

Retired Civil servant, HM Courts Service (1973). JP, Sussex Bench (1989). (Appointed 2007)

### Mark Lacey

Retired Detective Superintendent with Northamptonshire Police. (Appointed 2010)

### Joanne Lackenby BSc (Hons), MSc, C Psychol, AFBPsS

Senior practitioner lecturer at Coventry University and in independent practice. 9 years in NHS low secure service and community service managing psychology service provision to mentally and personality disordered offenders. Former MAPPA level 3 advisor. Formerly 7 years in the prison service treatment managing and national trainer for CSCP and treatment manager for cognitive skills programmes. (Appointed 2010)

### Dr Sukh Lally MB ChB (Hons), Mmed Sc, MRC Psych

Consultant Forensic Psychiatrist, Oxford Clinical Regional Secure Unit. Clinical Director, Specialised Services Division, Oxford Health NHS Foundation Trust. (Appointed 2006)

### Heidi Leavesley

Barrister. Justice of the Peace since 2003. (Appointed 2009)

### Dr Sharon Leicht

Clinical & Forensic psychologist, currently lead/consultant psychologist in medium secure hospital, experience in the NHS Clinical Forensic Secure Service and Private Sector. (Appointed 2011)

### Susan Lewis MBA, BA(Hons), DipSW

Senior manager housing care and support services (2005 – 2010). Probation Service London (1980 to 2004). Assistant Chief Probation Officer London 1990-2004. (Appointed 2010)

### His Honour Crawford Lindsay QC

Retired Circuit Judge. (Appointed 2008)

### Robin Lipscombe JP

Magistrate North & East Herts Bench. Formerly Vice Chairman Hertfordshire Police Authority and Chair Hertfordshire Probation Board. Independent member of the Parole Board (2000-2010). Parole Board appraiser and mentor (2010-2012). (Reappointed 2012)

### His Honour Judge Shaun Lyons

Judge. (Appointed 2010)

### His Honour Judge Charles MacDonald QC

Crown Court Bench for six years. Nine years as a Recorder. Has sat on the Mental Health Review Tribunal for three years. (Appointed 2010)

### His Honour Judge Kerry Macgill

Retired Judge (2012), Leeds Crown Court (2000-to date). (Appointed 2009)

### Rob Mandley MSc, MA

Former Chief Officer, Staffordshire Probation Area. (Appointed 2007)

### Bill Mayne

Non-practising solicitor. Former partner, Leigh Day & Co, London. (Appointed 2007)

### Bryan McAlley QGJM, BSc(Hons), CQSW

Retired Prison Governor and former Head of Prison Service Staff Care & Welfare Service (1986-2009). Immigration officer (1979-1986). Social worker and mental welfare officer (1974-1979). (Appointed 2010)

### Brenda McAll-Kersting BSc (Hons), MSc, ALCM

Management and communications consultant. Acting Chair, Buckinghamshire Healthcare NHS Trust. Lay Assessor for NHS National Clinical Assessment Service. Member of MPTS Interim Orders panel. Formerly senior manager in large corporates - financial services and communications. (Appointed 2009)

### Stephanie McIntosh

Full-time member. Director of Member Development and Practice. (Appointed 2013)

### His Honour Judge Bruce McIntyre

Circuit Judge. Appointed to circuit bench in 2000. Authority to try criminal cases and civil and family cases. Barrister (1972-2000). Head of Chambers (1980-2000). (Appointed 2010)

### Robert McKeon JP

Managing Director. Experienced in working in the UK and Australia. Specialising in troubleshooting, business recovery and media awareness. Former BBC journalist. Magistrate. Fitness to Practise Panel Chair Medical Practitioners Tribunal Service (Appointed 2012)

### Dr Rafiq Memon MB ChB, MRCPsych, LLM

Consultant Forensic Psychiatrist at Tamarind Centre, a new medium secure unit in Birmingham. Former visiting psychiatrist to HMYOI Swinfen Hall for five years. (Appointed 2010)

### His Honour Judge Christopher Metcalf

Circuit Judge. (Appointed 2010)

### Melanie Millar BA (Hons), MSc, MSW

Former Probation Officer of Thames Valley Probation Area. (Appointed 2007)



### Sarah Miller

13 years working in forensic psychology across a range of forensic contexts. An approved offender profiler. (Appointed 2011)

### Tom Millest

Former Chief Inspector in the Metropolitan Police Service, with specialist experience in public order, major incidents and corporate IT projects. Harkness Fellow of Commonwealth Fund of New York 1994-1995. (Appointed 2010)

### His Honour Judge Clive Million

Circuit Judge (2009 to date). Recorder (1995-2009). District Judge of Principal Registry, Family Division, High Court (1993-2009). Barrister (1975-1993). (Appointed 2010)

### His Honour Judge John Milmo QC

Retired Circuit Judge. (Appointed 2005)

### Andrew Mimmack

Formerly justices' clerk - President Justices' Clerks' Society 2004-2005. Member Criminal Procedure Rules Committee 2004-2008. (Appointed 2006)

### Clare Mitchell

Formerly with the Department of Social Security. Social Development Consultant. Civil Service Selection Board Assessor. Panel Member of the Judicial Appointments Commission (Appointed 2005)

### His Honour Judge Tony Mitchell

Circuit Judge. (Appointed 2010)

### Her Honour Judge Anne Molyneux

Circuit Judge and designated community relations and diversity Judge at the Crown Court at Isleworth (2007 to date). Formerly a partner in an international law firm. Became a solicitor in 1983 and a Recorder in 2000. Independent member of the Parole Board (2003-2007). (Appointed 2010)

### Dr Caryl Morgan MBBS, MRCPsych, MRCGP, DCH, PGDL/CPE

Consultant Psychiatrist in Forensic Learning Disabilities and Medical Lead Forensic Services, Brooklands, Birmingham. (Appointed 2007)

### Lorraine Mosson-Jones

HCPC Registered and BPS Chartered Forensic Psychologist, currently practising independently and specialising in work with young people. Previously, Clinical Director for specialist residential childcare provider and 13 years experience in the Prison Service as a practising psychologist and in senior management. (Appointed 2011)

### Michael Mulvany

Independent Training & Consultancy provider to Criminal Justice System organisations. Former Director, Rotherham Alcohol Advisory Service. Lecturer, Leeds Metropolitan University. Assistant Chief Probation Officer, Merseyside. (Appointed 2005)

### Steve Murphy CBE FRSA

Former Director General of the Probation Service for England and Wales. Parole Commissioner for Northern Ireland (2000 to date) and former Parole Board member (1995-2005). (Appointed 2010)

### David Mylan BSc, LL.M

Solicitor (non-practicing). Part-time Tribunal Judge MHT. (Appointed 2001, re-appointed 2009)

### Celeste Myrie

Probation, HCPC lay panel member (Appointed 2009)

### Dr John O'Grady MB, B.Ch, F.R.C.Psych

Retired Consultant Forensic Psychiatrist, Ravenswood House MSU. Former chair Forensic Faculty Royal College of Psychiatrists. Medical member-Mental Health Review Tribunals. (Appointed 2008)

### Glyn Oldfield

Professional Conduct Consultant. Former Police Superintendent and Head of Staffordshire Police Operations Division. (Appointed 2005)

### His Honour Judge Robin Onions

Resident Judge (2005 to date). Circuit Judge (2000 to date). Recorder (1995). Assistant Recorder (1991) Solicitor (1973). (Appointed 2010)

### His Honour Richard O'Rorke

Circuit Judge, retired (1994 to 2010). Legal member of the MHRT Restricted Patients' Panel since 2009. (Appointed 2010).

### His Honour Judge Michael O'Sullivan

Retired Circuit Judge (2004 - 2013). Member of Mental Health Review Tribunal (2009 - 2013). Asst Recorder (1991 - 1995). Recorder sitting in crime, civil and family (1995 - 2004). (Appointed 2010)

### His Honour Judge Tudor Owen

Circuit Judge (2007 to date). Judicial Member, Mental Health Review Tribunal. Criminal Bar (1974-2007). Member of the General Council of the Bar (1988-94) Asst Recorder (1991); Recorder (1994). (Appointed 2010)

### Judge Alan Pardoe QC

Circuit Judge from Snaresbrook Crown Court (2003 to date). A Judge of the Mental Health Review Tribunal (Restricted Panel) from 2007 to date. In practice at the Bar (1973-2003). QC (1988). (Appointed 2010)

### Freda Parker-Leehane

Senior Probation Officer managing public protection. Panel member assessing new foster carers. Probation Officer for seven years. Manager for youth offending service for five years. Currently a MAPPA manager. (Appointed 2010)

### Barbara Parn BSc (Hons) CQSW, MSc, DMS

Formally Assistant Chief Officer, Warwickshire Probation Trust. Currently seconded to Steria UK as a Justice Domain Expert and business analyst. (Appointed 2003, left September 2013)

### Dr Kajal Patel MA (Cantab.), MB BChir, MRCPsych, MSc

Consultant forensic psychiatrist at The Priory Group and Honorary Researcher at Institute of Psychiatry, Kings College, London. (Appointed 2010)

### Steve Pepper MA, BA (Hons)

Former Police Superintendent in both West Midlands Police and West Merica Police specialising in major and serious organised crime investigations, the management of critical incidents, and serious complaint investigations with particular expertise in handling fixated obsessive and querulous complainants. (Appointed 2010)

### Cedric Pierce JP

Retired railwayman. Previously Director of South Eastern Trains (Holdings) Ltd (2003-2006), and Director, BRB (Residuary) Ltd (2002-2013). (Appointed 2005)

### Jenny Portway

Solicitor (non- practising). Previously Senior Prosecutor with Crown Prosecution Service (CPS), and Senior Policy Advisor in relation to victim and witness care. Lay Associate Member, Fitness to Practise Panels, Medical Practitioners Tribunal Service. Specialist Member, Criminal Injuries Compensation Appeals Tribunal. Independent member Police Misconducts Panels. (Appointed 2010)

### Bernard Postles QPM, BSc (Hons)

Retired Detective Chief Superintendent with Greater Manchester Police, where he was a senior investigating officer experienced in major crime investigations including murder enquiries. Former Independent Case File Assessor for the MoD, reviewing the quality of crime investigations by the military police. (Appointed 2010)

### Sue Power

Thirty years operational experience in the Probation Service as a probation officer and senior probation officer. Seconded to NOMS HQ for the last five years. (Appointed 2010)

### His Honour Judge Stephen Powles QC

Mediator appointed to Circuit Bench December 2005. (Appointed 2006)

### Caroline Preston CPsychol AFBPsS

Chartered Clinical and Forensic Psychologist, Registered Psychologist and Psychotherapist. Previously Principal Psychologist and Head of Unit for HMPS and also Senior Psychologist for Scottish Prison Service. Currently also Gender Specialist working for Northumberland Tyne and Wear NHS Trust (Appointed 2012)

### Arthur Price-Jones LLB

Solicitor (retired). Former Town Clerk of Leicester City Council. Past Member of the Council of the Law Society. Former part-time member of the Police Complaints Authority. (Appointed 1999)

### Dr Andrew Purkis OBE

Former civil servant in Northern Ireland Office. Since 1980 he has been a chief executive and chair of various voluntary organisations, plus board member of Charity Commission Chair of Action Aid in the UK. (Appointed 2010, left in December 2013)

### Emma Pusill BA (Hons)

Specialist member of Health and Social Care chamber of the Tribunal Service, (Mental Health). Trust Member, Avon & Somerset Probation Trust. Vice-Chair, United World Colleges Great Britain National Committee. (Appointed 2006)

### Alan Rayner BSc, MBA, JP

Retired Assistant Area Commander (Operations) Fire Service. Magistrate, Previously Non-Executive Board Member, Probation Service. Panel hearing chair for the Nursing and Midwifery Council. (Appointed 2006)

### Colin Reeve, JP

Formerly Civil Service manager for 22 years and has served as a Magistrate for 23 years. (Appointed 2010).

### His Honour Martin Reynolds

Circuit Judge at Snaresbrook Crown Court and Central London County Court (1995-2011). Member of the MHRT (1996- 2011). Deputy Circuit Judge 2006- 2011. (Appointed 2006)

### His Honour Judge Philip Richards

Head of Chambers, 30 Park Place, Cardiff (1993 – 2000). Circuit Judge (2001 to date). Recorder (2000-2001). Assistant Recorder (1995-2000). (Appointed 2010)

### His Honour Judge Stephen Robbins

Circuit Judge (1994 to date). Barrister (1972-1994). Mental Health Review Tribunal (1995 to date). A former member of the Parole Board. (Appointed 2010)

### His Honour Jeremy Roberts QC

Retired Judge at Central Criminal Court (2000 to 2012). Queen's Counsel since 1982. (Appointed 2010)

### Jon Roberts MA, BSc ECON

Solicitor and Tribunal Judge (Social Entitlement Chamber). Former Associate Lecturer in Youth Justice/Social Work Law at Open University. (Appointed 2007)

### His Honour Mervyn Roberts

Retired Circuit Judge. Member Criminal Injuries Compensation Board (1996-1999). (Appointed 2002)

### His Honour Patrick Edward Robertshaw

Retired Circuit Judge (1994 to 2010). Crown Court and County Court Recorder (1989 – 1994). Assistant Recorder (1984). Called to the Bar in 1968. (Appointed 2010)

### Jennifer Rogers

Lay member on Mental Health Tribunal (1994 to date). Member of Police Complaints Authority (2001-2003). Mental Health Act Commissioner (1992-2001). Chair of Health and Care Professions Council Fitness to Practise Panels (2012 to date). (Appointed 2010)

### Sally Rowen, LLB (Hons), MSc

Attorney at law, specialising in death penalty defence. Case Review Manager at the Criminal Cases Review Commission (2004-2009), and previously Legal Director at Reprieve, a human rights charity. (Appointed 2010)

### Ellie Roy

Previous Parole Board Member; Chief Probation Officer (1997-2000). Crime Reduction Director (London & National) (2000-2004). Magistrate since 2010. International Advisor on prisons & corrections since 2010. (Appointed 2012, left February 2014)

### His Honour John Rubery

Retired Circuit Judge. County Court and District Registrar, then District Judge (1978-1985); Circuit Judge (1985-2010): Designated Civil Judge (1999-2010); Judge of St Helena Court of Appeal (1997-2011), Justice of Appeal Falklands Islands; British Indian Ocean Territories; and British Antarctic Territory; Part time Chairman Immigration Appeal Tribunal and Part time Chairman Mental Health Tribunal [now retired from both Tribunals]; Solicitor (1963-1978). (Appointed 2010)

### His Honour Judge Anthony Rumbelow QC BA (Cantab)

Circuit Judge and Deputy High Court Judge 2002, Civil Justice Centre, Manchester. Senior Judge British Sovereign Base Areas, Cyprus. Part time Chair Mental Health Review Tribunal. Formerly part time Chair Medical Appeals Tribunal. Now moved to Northampton County Court. (Appointed 2010)

### Deep Sagar

Non-executive Director/Management consultant. Ex-Chair of Hertfordshire Probation Board and of NOMS' South West Reducing Re-offending Partnership. (Appointed 2007)

### Peter Sampson

Former Chief Probation Officer, South Wales; Avon; Gwent (1993-2003). Non Executive Member, Aneurin Bevan Health Board (2009). (Appointed 2005)

### His Honour John Samuels QC

Retired Circuit Judge. Chairman, Criminal Justice Alliance. President, Prisoners Education Trust. Vice-President, Unlock. Trustee, Howard League for Penal Reform (Chair, Legal Management Committee). Former Chairman, Criminal Committee, Council of HM Circuit Judges. (Appointed 2005)

### Kate Saward

Chartered and registered forensic psychologist within NOMS - clinical lead for assessments and interventions with sexual and violent offenders. Consultancy service to family court & other agencies. (Appointed 2011)

### Dr Heather Scott

Board Member, AgeUK County Durham. Board Member of Higham Hall College, Cumbria. (Appointed 2005)

### Jean E Sewell, BSc; MBA; JD (Juris Doctorate)

Retired Sr. Crown Prosecutor; (Cambs. 2001-2008); Attorney at Law admitted to the Federal and State Bar Associations of Commonwealth of Kentucky and the State of Indiana and Law Society of England and Wales; Court Certified Civil and Family Mediator; Former University adjunct lecturer (Business and Law). (Appointed 2010)

### Sajda Shah

Professional Advisor to CEOs in the charity sector and a serving magistrate on the North East London Bench. Women's Network Board member of the Royal College of Obstetricians and Gynaecologists and Board member of Research and Ethics, HSE. Community tutor for Year 1 Medical Students. (Appointed 2012)

### Dr Shubhinder Shergill MBBS, BSc (Hons), MRCPsych

Consultant Psychiatrist in Forensic Developmental Disabilities, Geoffrey Hawkins Unit, St Andrew's Healthcare, Northampton. (Appointed 2007)

### His Honour Judge Francis Sheridan

Circuit Judge (2009 to date). Barrister in criminal law (1980 to 2010). (Appointed 2010)

### His Honour Edward Slinger

Retired Circuit Judge, Preston Crown Court (1995 – 2010). Solicitor - enrolled 1961. (Appointed 2009)

### Susan Smith

Former journalist and communications director. Independent complaints investigator, Social Care. (Appointed 2005)

### Aikta-Reena Solanki

Currently a Civil Servant. An experienced Research Manager with expertise in Crime and Justice; local government; public services and value for money evaluation. Worked in the public, academic and not-for-profit sectors. Research has contributed to improvements in policy and practice. (Appointed 2012)

### His Honour Leslie Spittle

Retired Circuit Judge (1996 to 2010). Barrister (1970-1996). Senior lecturer in law, economics and accountancy (1965-1970). (Appointed 2010)

### His Honour Judge Martin Stephens QC, MA (Oxon)

Senior Circuit Judge at Old Bailey (1999 to date). Judicial Studies Board, Course Director (1997-2001), Circuit Judge (1986). Recorder (1979-1986). A Parole Board member (1995 – 2001). (Appointed 2010)

### Alison Stone

Former chief executive of a local authority. Former Chair of Plymouth Community Safety Partnership - Drug Action Team and Youth Offending Team. Solicitor (non-practising). (Appointed 2003, left September 2013)

### Nigel Stone

University teacher in criminology and criminal justice. A former probation officer. Has been involved with parole work since 1997. (Appointed 2010)

### Jennie Sugden

Background in police criminal intelligence analysis and the investigation of the police following serious incidents and complaints for the Independent Police Complaints Commission (IPCC). (Appointed 2010)

### Carol Swaffer LLB

Solicitor (non-practising). Specialist in competition law, advising both in private practice and the public sector. Specialist lay member of the Mental Health Tribunal. (Appointed 2005)

### Kay Terry

Former Social Policy Researcher and Academic Author, University of Bath. Former Victim Support and Witness Service Consultant. Former Board Member, Wiltshire Probation Service. (Appointed 2002, Reappointed 2010)

### Elana Tessler

Lay Chair, Practice Committees, Nursing and Midwifery Council; Lay Member and Case Examiner, Preliminary Investigations Committee, Royal College of Veterinary Surgeons; Lay Associate, Fitness to Practise Panels, Medical Practitioners Tribunal Service; Lay Member, Fitness to Practise Panels, General Dental Council. (Appointed 2005)

### Anthony Thake JP

Former policy adviser on forensic mental health and drug misuse and former trustee of NCH Action for Children and of the Mental Health Foundation. Independent consultant in substance misuse, mental health and on public health. (Appointed July 2005)

### Jo Thompson

Seconded as Senior Probation Manager to the Public Protection Unit at the National Probation Directorate in 2003 (later NOMS) and to the Parole Board Secretariat 2008-2010. (Appointed 2010)

### Rosemary Thompson MA, LL.M, LPC

Currently working as a lawyer for the Crown Prosecution Service. Hate Crime and Mental Health Lead in the CPS West Midlands. (Appointed 2010)

### Jane Thomson MAEd, BEd(Hons), ChMCIPD

Former Army Officer and independent lay Chairperson for the GSCC. Vice Chairperson for the Hampshire Police Authority and Test Valley Borough Council standards committees. Currently a Company Director and independent lay panel member of the NMC Fitness to Practise committees. (Appointed 2012)

### His Honour Charles Tilling

Retired Senior Circuit Judge, Kingston upon Thames Crown Court. (Appointed 2003)

### Helen Trinder

Chartered Psychologist and Forensic Psychologist. Twelve years experience in HM Prison Service working at Littlehey, Wellingborough and Woodhill prisons. (Appointed 2010)

### James Tucker

Twenty years as a career detective with the Metropolitan Police and the National Criminal Intelligence Service. Ten years as a barrister prosecuting and defending offenders. (Appointed 2010, left in September 2013)

### Sue Vivian-Byrne BSc, M Phil, Dip.Fam.Ther.C.Psychol

Consultant Clinical Forensic Psychologist and Systemic Psychotherapist. Former Head of Psychology at the Caswell Clinic Medium Secure Unit in South Wales. Currently in independent practice providing expert reports in criminal and childcare proceedings. (Appointed 2003, left September 2013)



### His Honour Judge James Wadsworth

Circuit Judge based at Crown Court at Southwark. Judicial Member of Mental Health Review Tribunal. (Appointed 2009, June 2012)

### Adrian Walker-Smith

Former Director at the Office of Fair Trading and Department of Trade and Industry. (Appointed 2007)

### Aruna Walsh BA (Hons) and Diploma in Marketing

Previously held sales, marketing and operational senior management roles with Littlewoods Shop Direct Group (1987 - 2008). Currently Non Executive Board Director and Trustee for a community based charity, Involve Northwest. (Appointed 2009)

### Dr Mary Walsh

Consultant Forensic Psychiatrist, Rampton Hospital. Medical member of the Mental Health Review Tribunal. (Appointed 2007, left in December 2013)

### His Honour Judge Philip Wassall

Circuit Judge, Devon and Cornwall. (Appointed 2010, July 2012)

### David Watson

A former Prison Governor, on leaving HM Prison Service he worked in the private sector in the fields of criminal and social justice. More recently, he has worked for a crime reduction charity in the fields of offender management and substance misuse. (Appointed 2012).

### His Honour Judge Nicholas Webb

Circuit Judge (2003 to date) sitting only in crime. (Appointed 2010)

### Helen West

Chief Executive Officer of Leicestershire and Rutland Probation Trust. (Appointed 2007, left May 2013)

### Alan Whiffin

Formerly Chief Probation Officer, Bucks and Oxfordshire. (Appointed 1999)

### Denise White

Retired Chief Executive of Derbyshire Probation Trust December 2011. (Appointed 2006)

### His Honour Judge Graham White

Circuit Judge (2007 to date). Former Law Society Council Member and chair of Criminal Law Committee. Recorder (1996). Assistant Recorder (1992). Deputy District Judge (1979). Solicitor from 1965; Family, Civil and Criminal litigator and advocate including higher courts. (Appointed 2010)

### Dr Helen Whitworth MBChB, MSc, MRCPsych

Consultant Forensic Psychiatrist, Hatherton Centre, Stafford. Clinical Lecturer at Keele Medical School and a visiting lecturer at Coventry University. (Appointed 2008)

### Bernadette Wilkinson

Former probation officer in the West Midlands. Independent trainer and consultant in criminal justice. (Appointed 2012)

### Anne Williams BA(Hons) MSc CPsychol AFBPsS

Consultant Forensic Psychologist, (HCPC registered, Chartered). Previously Regional Principal Psychologist, NOMs: Public Sector Prisons for over 8 years. Applied experience of working in the NHS and Probation Services. (Appointed 2011)

### Patricia Williamson CIPD

Former HR Director in Local Government. Member CIPD. (Appointed 2005)

### Sarah Wilson

Trustee of NSPCC, Former Lecturer University of Leeds. Former Independent Member, West Yorkshire Police Authority, previously Non-Executive Director, United Leeds Hospitals NHS Trust. (Appointed 2005)

### His Honour Judge Scott Wolstenholme

Retired Circuit Judge (1995 - 2013). Chairman, Industrial Tribunals (1992-1995). Barrister (1971-1992). (Appointed 2010)

### His Honour Judge Paul Worsley QC

Judicial Studies Board Course Director of Serious Crime (2011 to date). Senior Circuit Judge at Old Bailey (2007 to date). (Appointed 2007, left in December 2013)

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The Parole Board maintains a register of members' interests which is open to public inspection. Anyone wishing to inspect the register may write to the

Chief Executive,  
Parole Board,  
Grenadier House,  
99-105 Horseferry Road,  
London SW1P 2DX.

# Glossary

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C&AG	Comptroller and Auditor General
DCR	Discretionary Conditional Release
DPP	Detention for Public Protection
ECHR	European Convention on Human Rights
EDS	Extended Determinate Sentence
EPP	Extended Sentence for Public Protection
ESP	Extended Sentence Prisoner
FOI	Freedom of Information
GPPd	Generic parole process for determinates
GPPi	Generic parole process for indeterminates
HMP	Her Majesty's Prison
ICM	Intensive Case Management
liP	Investors in People
IPP	Indeterminate Sentence for Public Protection
JR	Judicial Review
JRP	Joint Review Panel
LASPO	Legal Aid Sentencing and Punishment of Offenders Act 2012
LED	Licence Expiry Date
MOJ	Ministry of Justice
NAO	National Audit Office
NDPB	Non-Departmental Public Body
NOMS	National Offender Management Service
OASys	Offender Assessment System
OBR	Osborn, Booth & Reilly judgment
PAC	Public Accounts Committee
PAT	Probation Advisory Team
PED	Parole Eligibility Date
PPCS	Public Protection Casework Section
PPUD	Public Protection User Database
SDS	Standard Determinate Sentence
SED	Sentence Expiry Date
SofS	Secretary of State for Justice
VLO	Victim Liaison Officer
VPS	Victim Personal Statement





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