

The Parole Board for England and Wales Annual Report and Accounts 2014/15

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CORRECTIONS

Correction made to page 54, date of Comptroller and Auditor General sign-off bottom of page “July 2015” should be “02 July 2015”.

13 July 2015

THE PAROLE BOARD

**the Parole Board for
England and Wales**

**Annual Report and Accounts
2014/15**

the Parole Board for England and Wales

Annual Report and Accounts 2014/15

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

Accounts Presented to Parliament pursuant to paragraph 10 of Schedule 19 of the Criminal Justice Act 2003

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

13 July 2015

Dear Justice Secretary

I have pleasure in presenting to you the Parole Board's Annual Report and Accounts for 2014/15.

The report records the work carried out by the Parole 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, Booth and Reilly v Parole Board* [2013] UKSC 61 (referred to hereafter as "*Osborn*") handed down in October 2013. We continued to hold a high number of oral hearings throughout the year and have begun to see a reduction in our backlog in the last quarter of the year. We implemented the new Member Case Assessment (MCA) model in December 2014, which was an entire re-design of our casework function and impacted both staff and members alike. We trained over 150 members and introduced entirely new ways of working. We have also successfully implemented the governance reforms and established a new Committee structure. The Triennial Review of the Parole Board was completed in January 2015 and endorsed the changes we had put in place for our Governance structure.

The coming year also promises to be a challenging one as we work to reduce the backlog further in the face of a rising oral hearing demand, and against a background of immense change across the Criminal Justice sector.

The Parole 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 Parole Board's Accounts have once again received an unqualified certification from the Comptroller and Auditor General.

Yours sincerely



Sir David Calvert-Smith
Chairman

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About the Parole Board

What is the Parole Board?

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.

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.
- Demonstrate effective and accountable corporate governance by maintaining strong internal control, setting clear objectives and managing corporate risk, and to deliver best value by optimum use of resources.
- Promote the independence of and confidence in the work of the Board, while effectively managing change.

What are the responsibilities of the Parole Board?

The Parole Board for England and Wales was established in 1968 under 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 may safely be released into the community or to make recommendations for their transfer to open prison conditions.

The Parole Board has responsibility for considering the following types of cases:

Indeterminate sentence prisoners

These include life sentence prisoners (mandatory life, discretionary life and automatic life sentence prisoners and Her Majesty's Pleasure detainees) and prisoners given indeterminate sentences for public protection (IPP). The Parole Board considers whether these prisoners are safe to release into the community 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 certain circumstances, if the prisoner is not considered safe to release, the panel will advise the Secretary of State (SofS) as to whether the prisoner can be safely progressed to an open prison, if not already at such an establishment.

Determinate sentence prisoners

These include discretionary conditional release (DCR) prisoners serving more than 4 years 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 directs the release of those who have completed the minimum time they must spend in prison and whom the Parole Board has considered safe to release into the community. The Parole Board also decides whether determinate prisoners referred by the SofS 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.

What types of hearing does the Parole Board hold?

The Parole Board receives a dossier that contains reports from prison staff and probation staff (Offender Managers) 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. The dossier may also contain a victim impact statement or a victim personal statement.

All Parole Board reviews are considered initially by a paper panel, which may refer the case to an oral hearing. The exceptions to this are life sentence or IPP sentence prisoners who are assessed as "not unsuitable" for release, or life or IPP sentence prisoners at first review following recall, which all are considered at an oral hearing.

Paper hearings

Until December 2014, Parole Board members sat in panels of one, two or three to consider cases on the papers and each member contributed to them on an equal footing. Any type of suitably accredited member could sit on these panels.

Following the introduction of MCA, all cases are now considered by a single MCA accredited member at the paper stage, irrespective of sentence type or review category. In some cases the paper panel will decide the outcome without the need for an oral hearing; alternatively, the panel may send the case to a full oral hearing.

Oral hearings

These normally take place in prison 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 three members. 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.

Following the introduction of MCA, all oral hearing panels are based on the complexity and need of the individual case and there are no set requirements, other than panel members must be suitably accredited.

In addition to the prisoner and the panel, others who may be present include the legal representative of the prisoner, together with a public protection advocate representing the SofS and the victim, and witnesses such as the prisoner's offender manager and prison psychologist. The victim might also be in attendance in order to present their victim personal statement. 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, as part of professional development, providing all parties are in agreement.

The Parole Board will hold an oral hearing wherever fairness to the prisoner requires one. Following the judgment in the case of *Osborn*, the circumstances in which an oral hearing is required were significantly widened.

The Board will hold the hearings either at the prison or using video-link.

The Members

Parole Board decisions are made by its publicly appointed members. A full list of our current membership and their background can be found at page 85 of the Annual Report.

The Secretariat

Alongside and supporting the members, lies the Parole Board Secretariat. The Secretariat is made up of four Directorates: Business Development, which includes IT, Member Development and Practice, Operations and then Corporate Services and Legal, which report directly to the Chief Executive.



Chair's Foreword

Sir David Calvert-Smith

This year has been an exciting and challenging one. The Board, both members and staff, have responded to the challenges in an exceptional manner. The result has been that during the year we have increased our hearings by about 40% and have transformed our governance arrangements. We have done so without compromising our high standards of consideration of individual cases against our statutory duty to direct the release of a prisoner only when confinement is no longer necessary for the protection of the public.

The strenuous efforts of members and staff to improve our productivity are detailed elsewhere in the report. It is however worth recalling that the Supreme Court decision in *Osborn, Booth and Reilly* (OBR) was decided at a time when efforts to increase our efficiency and reduce the backlog of cases had already produced a sharp reduction in that backlog. My duty is to record the tremendous efforts that have been made and to thank those within the Board, in the Ministry of Justice and elsewhere who have assisted us to deal with the sharp increase in oral hearings which has resulted from that decision. The introduction of Member Case Assessment, and of a far greater use of two member and single member panels than in the past, together with the cooperation of members, operational staff and the prison estate, have all contributed to the increase in monthly oral hearings.

We were delighted that the Triennial Review resoundingly supported the existence of the Parole Board as an Arm's Length Body. Its eight recommendations have been or are in the process of being implemented.

During the year we also concluded our governance reforms which aim to establish management structures which are effective, transparent and accountable. We have drawn up a constitution, the first for the Parole Board, which sets out clearly the roles and responsibilities of the CEO and Accounting Officer, the Executive, Chair and our Committees, and clarifies the statutory position of the Parole Board (its members) and its relationship with these. We have replaced the Management Board with a Management Committee and recruited three outstanding non-executive members to it from a very strong field of applicants. The sub-committees have been reformed, new Chairs and members appointed where necessary and their relationship to the Management Committee clarified.

I am particularly pleased to see the formation of a new Members Representative Group. This will help to liaise between the membership, the Management Committee and the administration but, as importantly, help us tap into the high levels of expertise that exist in the membership. This will be particularly important as we work with others in NOMS and the MOJ to think about future changes and how we work with others.

During the last year we have made significant changes to the way the Parole Board works and with goodwill on both sides and a realisation that problems such as the backlog impact right across NOMS, prisons and the National Probation Service (NPS) landscape we have established some good relationships which have meant we were able to pilot and implement so many changes as quickly as we did. The support of these agencies has assisted us to deliver the reforms to our ways of working and will need to be nurtured during next year.

An ambition of the Management Committee and the Senior Management Team has been to enable the Board to contribute more effectively to the development of practice and policy across the criminal justice system. During this year we have been able to engage more closely with our stakeholders, including the NPS. The Board has a wealth of expertise and knowledge. Sharing this has already delivered results. It will be important during the next year to improve and develop this area of our work.

During the year the Secretary of State announced that prisoners with a record of absconding from closed or open conditions would no longer be eligible for transfer to open conditions, and the Board's advice would no longer be sought in such cases. We have had to adapt to these changes and will watch the potentially exciting development of a new closed regime that will attempt to replicate many of the features of an open prison without the possibility of releases on temporary home leave.

The Criminal Justice and Courts Act 2015 was passed shortly before the end of the year. It created the possibility that a new body, Recall Adjudicators, could deal with some or all of those serving determinate sentences who are recalled from licence after automatic release at the halfway stage of the sentence. Its implementation will be closely watched. In the long term it has the potential to remove a substantial body of our work, thereby enabling us to focus on our core business of considering the release of dangerous offenders serving life, Imprisonment for Public Protection or similar sentences.

There have been two adverse and unavoidable consequences of the increased work put on the Board by OBR and the necessary reforms I have described. The first was a feeling that such training as there has been has focused on process rather than decision-making. A substantial effort to improve that deficiency was made at the excellent National Conference in March. The second is that in spite of the tremendous efforts of members and staff and the huge increase in oral hearings the backlog of case rose steadily during the year. There were signs at the end of the year that the backlog had stopped growing and started to fall and I hope this will continue.

This is my final foreword to an Annual Report. I have been privileged to chair the Parole Board for 3 years. The dedication of members and staff to their work and their realisation of its importance to the criminal justice system and the wider community is astonishing. I thank them all for their support and encouragement and wish them and my successor well.



Sir David Calvert-Smith
Chairman
25 June 2015

Strategic Report



Chief Executive's Review of the Year

Claire Bassett

Shortly after I joined the Parole Board three years ago, I attended one of our members' conferences. This included a session with members where we discussed many of the long term issues which the Parole Board had not been able to tackle. These included deferrals and the backlog, disparities in members fees for different types of work, lack of flexibility in panel size, discussions about how many hearings could be achieved at one panel and who should be able to chair lifer panels and how we worked with our partners in the wider criminal justice system. That same year we also held a stakeholders conference where many of the same points were also raised. As I reflect on the last 12 months I can't help but consider our progress in these areas.

Fair For the Future (FFF), our change programme developed in response to the *Osborn* judgment, was a unique opportunity to do things better and that is what we have tried to do. Firstly, our approach to this change has deliberately involved as many of our stakeholders, members and staff as possible. Many have given up their time to attend workshops or participate in and host pilots and we have really appreciated this. The result is a new case management process which we really believe will deliver significant improvements in how we work and allow flexibility to adapt to future changes.

The demands placed on us by *Osborn* have meant that the number of cases requiring oral hearings each month has increased from 335 to 570. Our initial response was to maximise initial capacity and this led to an increase of oral hearings held from 430 to 600. MCA builds on this by working

to ensure that each case is looked at early on to identify key issues and what is really needed from an oral hearing. This means that panel size, length of time needed for each hearing and what the key issues might be will be identified very early on and the case management is tailored accordingly.

This more tailored approach is also supported by the Rule change that came into effect in April 2014 which removed the requirement for all life sentence prisoners to be chaired by a judge. We now have flexibility to determine the chair across all case types, thus ensuring that each case is considered by the panel composition best suited to it.

The impact of the increase in demand has been a growth in our backlog and over the year we have not been able to match this. Towards the end of the year the backlog has started to decrease but we are still very aware that cases are being delayed and this is directly impacting those involved in hearings.

Alongside this work we have also been keen to work with our partners in the criminal justice system. One of the recommendations of the Triennial Review was to improve our links with policy colleagues and we have benefited from this over the year. The new Parole Oversight Board brings together the Parole Board, MoJ policy colleagues, National Offender Management Service (NOMS) and other interested parties and has been a good forum to explore the development of Recall Adjudicators. Going forward we are concerned about the demands placed on prisons and probation as we increase the number of hearings held each month and we hope this will be a good forum to explore this.

Other joint work worth noting has been work with NOMS Public Protection Casework Section (PPCS) to improve the quality of dossiers and reports and Parole Practitioner Forums (PPFs).

Another area where we have been keen to improve the service we offer has been to victims. Victims' engagement with the parole process is never easy and we are keen to do all we can to improve victims' experience of the parole process. As mentioned in Sir David's foreword we developed an information booklet for victims and we really appreciated the feedback from the organisations and members' groups that we shared this with.

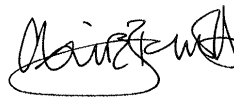
We have not recruited any more members this year which means this dramatic increase in workload has been met by our existing membership. Alongside this casework members have also been involved in developing new ways of working, delivering training, quality assurance and reviews. The willingness of the Parole Board's membership to do so much and try doing it differently has been key to our successes this year and I am very grateful for this.

Another key piece of work has been to resolve longstanding issues with fees. A new fee structure was agreed at the end of the year and we are really pleased that this will end old disparities and encourage new ways of working.

We have seen a small increase in staffing levels and the Secretariat team has continued to meet the sizable challenges put to them. In December we were joined by Miranda Biddle, our new Operations Director and she has been working really hard with the operations team to implement all the systems changes needed to support MCA.

The Parole Board continues to attract a very high calibre of staff and it is their work across the Parole Board which allows us to do all the things outlined in this report. It was particularly pleasing that we were finally able to move offices this year to much more suitable, open plan accommodation.

So in conclusion, as I return to the issues raised three years ago I am really pleased to say that we have made significant progress in many of these areas. There is still a lot to do, particularly with the backlog and deferrals but I think the work we have all undertaken this year has put us in a much stronger position to do this.



Claire Bassett

Chief Executive and Accounting Officer

25 June 2015

Fair for the Future – Responding to the Osborn Judgment

An Overview

The Judgment

The Supreme Court judgment in the case of Osborn, handed down in October 2013, had wide-reaching implications for the Parole Board. The judgment fundamentally changed the way the Parole Board needed to view the concept of an oral hearing and significantly broadened the circumstances in which the law required it to hold one. The judgment was based primarily on common law principles of fairness.

The most important points are:

- The Parole Board's policy and practice in respect of oral hearings has had to change.
- There now have to be many more oral hearings than in the past.
- Most prisoners who wish to have an oral hearing can argue that their cases fall within the illustrations or comments in the judgment.
- If in any doubt, the Parole Board should hold an oral hearing.
- Fairness to the prisoner in the individual case is the overriding factor.
- The Parole Board can no longer decline an oral hearing merely because it's unlikely to make any difference.
- The Parole Board must not be tempted to refuse an oral hearing in order to save time, trouble or expense.

The judgment has resulted in far more oral hearings being granted across the whole caseload referred to the Parole Board, and therefore a review of the case management of all cases was needed.

Responding to the Judgment

The FFF programme was established to understand the impact of the judgment and the changes needed to ensure that all prisoners could still be provided with a fair and timely review. The existing processes were not able to accommodate the increase in work and therefore the development and implementation of a new case management model for all cases was required. This work superseded some of the work that had begun under a separate programme of work, entitled the End-to-End Review, which was designed to improve the process by reducing deferrals.

The FFF project was set up in November 2013. The objective of the project was to design and implement an efficient case management model which enabled the Parole Board to accommodate the increase in oral hearings within agreed resources and allowed members to continue to make fair and right decisions. The new model needed to be supported effectively by the Secretariat and needed to be flexible and robust enough to meet the challenges of future changes in legislation and policy with greater resilience.

Stakeholder Engagement and Consultation in the Design Phase

A series of ten workshops involving Parole Board members and staff, together with representatives from NOMS provided ideas at the start of the review and informed the redesign of the system. An emerging model was then presented to Parole Board members at a number of regional events early in 2014.

The Parole Board also engaged with representatives from prisons, probation, PPCS, Probation Chiefs Association and Association of Prison Lawyers to gather their experiences, views and suggestions. A questionnaire was issued to prisoners via Inside Time newspaper.

Parole Board operations staff held several workshops where they reviewed a number of options for developing greater flexibility. They trialled several team structures involving multi-skilled and support teams. The final structure will be based on a regional structure and will be implemented during the summer of 2015.

Testing and Piloting

Throughout the spring and summer of 2014, several pilots were undertaken to test and evaluate various aspects of the emerging model. This included two pilots at prisons (HMP Frankland and HMP Ford) which tested listing in shorter timeframes, hearing more cases per day and minimising the additional directions and witnesses requested. There were also two pilots of the proposed approach to the initial review of cases on the papers.

These tested whether all case types could be channelled through one system and how a proportionate approach, based on the needs and complexity of each case could be applied to deciding how to conclude each case. Additional measures were introduced to test other initiatives to support the changes, for example the digital recording of parole oral hearings.

One of the key challenges was to significantly increase the number of reviews concluded in a fair and timely manner. Around 500 cases were being listed a month towards the end of 2013. Additional staff were recruited and changes in process and practice resulted in the Parole Board listing between 700 and 750 cases per month by the end of the year. This included listing in a different way and ensuring a fairer allocation of cases across staff within the Secretariat was achieved.

Communication

Members were kept informed of developments through five progress reports issued at key stages of the project, as well as a mid-project review report published in June 2014.

Stakeholders were kept informed via the website, the *Boardsheet* newsletter and the Parole Board User Group (PBUG) and were offered the opportunity to submit comments and ideas on any issues or challenges they faced. We have also contributed regularly to Inside Times to ensure prisoners can also be kept up to date.

Implementation of new Case Management Model

Implementation of MCA commenced on 1 December 2014 and the Operations Team began the transitional phase of closing down existing paper casework systems. MCA provides an early and thorough analysis of the relevant issues in each case. This will enable the Parole Board to take a more flexible and proportionate approach to concluding the case in a fair and timely manner. This should enable the Parole Board to make better use of resources and reduce avoidable deferrals and delays. Analysis of early MCA cases indicates that members are applying the new approach and are taking a more flexible approach to the numbers of members and time required for oral hearings.

MCA replaced all existing paper panel processes including Intensive Case Management (ICM) and Single Member Recall Panels. MCA was phased in gradually between December 2014 and February 2015 and old and new systems ran concurrently during that time. From March 2015, all cases went through MCA, and over 150 members were trained in MCA practice.

Guidance was developed for Parole Board members and this will be a working document. It will be revised and updated to take account of learning from early stages of implementation. The guidance is available on the website.

Looking Forward

The next piece of work will be focused on developing new templates (for issuing decisions or directions) and new functionality on our electronic case management system, the Public Protection User Database (PPUD), is being updated to effectively support the new process.

An MCA response form was introduced which provides a formal route for either party (the SofS or the prisoner and his or her Legal Representative) to submit representations related to oral hearing directions.

Once MCA implementation has been completed, the next phase will focus on listing cases more quickly and flexibly and explore the potential for more regional working. A pilot is already underway to maximise listing capacity by adding a third case to some panels or filing gaps in the listing schedule to minimise the number of panels proceeding with a single case. This phase of the project overlaps with initiatives under a new programme established in March 2015 to reduce deferrals and the backlog.

A year of change (2014/15)

As we responded to the *Osborn* judgment each area of the business had to review and consider the way it worked, its resources and how it could adapt to the changing priorities. Despite the growing backlog, and stark reminder of the increasing workload, significant achievements were gained throughout the year across each of the Directorates.

Governance Reform

The Parole Board was established almost 50 years ago and has grown significantly in size and remit during this period. It is impossible for an organisation of the size and nature of the current Parole Board to function properly without a delegation of certain functions from the 'corporate body' to an Executive and Secretariat. Although the administration of the Parole Board has effectively been delegated for many years, there has not been a comprehensive document explaining how this works.

We therefore set ourselves the challenge of concluding and delivering on our governance reforms which we started in 2013, with the aim to establish structures which are effective, transparent and accountable, to strike a balance between the interests of the component parts of the Parole Board, and to protect its independence as a court-like body.

We have drawn up a Constitution, the first for the Parole Board, which sets out clearly the roles and responsibilities across the Executive and our committees, including a new Management Committee which now has three Non-Executive Committee Members, and three sub-committees.

Also, for the first time a Members' Representative Group was established to act as a representative body which, through its liaison with the general membership, can offer a considered viewpoint to the Executive in relation to the development of policies and practices which may improve the operational effectiveness of the Parole Board.

Business Development

The Business Development Directorate's purpose is to improve stakeholder engagement, lead work to transform our processes, improve efficiency and ensure that the Parole Board is consistently regarded as a credible organisation that can influence practice and inform policy across the criminal justice system.

The Directorate consists of the Business Development Team and the IT Team and both are led by the Director of Business Development.

Business Development Team

The Business Development Team took the lead on delivering the FFF work, one of three major programmes established for the year to deliver on the business objectives. A project team was set up to manage the work, which required a complete review of how the Parole Board handles its casework.

The End to End Review Programme was closed down in the autumn and any outstanding activity was merged into other existing work streams, including FFF.

Whilst much of the new development and improvement work was delivered through programmes, the Parole Board also began implementing Continuous Improvement (CI) into working practices. CI has provided an avenue for any member of staff to contribute to new ideas,

reducing waste and improving efficiency by establishing a clear process which empowers staff to take the lead on change.

Stakeholder Engagement

Stakeholder engagement was a key priority for the year to ensure that development and change was informed through consultation and collaboration.

The Parole Board continued to engage on a regular basis with key stakeholders through its PBUG which met quarterly. This provided an opportunity for partners to meet up and discuss particular challenges and identify solutions through shared understanding. A review of the Terms of Reference of this group was undertaken.

Aligned with PBUG is the Parole Standards Board (PSB) which focuses on quality aspects of the parole process, and again aims to implement improvements through a collaborative approach.

A number of projects were run jointly with NOMS which aimed to improve the quality of a number of aspects of parole reviews, and in particular the parole dossier. The Parole Board worked with PPCS within NOMS to deliver a series of PPFs for prison and probation staff. The Parole Board also established links with the newly formed NPS.

Throughout the reporting year prisoners were kept informed with regular updates in Inside Time, as well as a questionnaire asking for views on some of the proposals within the FFF project.

Following the changes to Legal Aid, the Parole Board produced a guide for prisoners on how to represent themselves at their parole review, should they be unable to secure the services of a legal representative.

The Parole Board has also been working with specialist partners to ensure information is more

accessible for prisoners and now have a number of documents being produced into EasyRead versions.

We continued to strengthen links with the Association of Prison Lawyers, who attend PBUG and PSB, and were engaged in a number of Focus Groups and Project Meetings throughout the year. Two consultation events were held specifically for legal representatives to present draft proposals for the new case management model, and provide an opportunity for them to discuss and offer feedback.

This year, the Parole Board set up an internal working group of staff and Parole Board Members in order to identify how the Parole Board can improve victims' experience of what can be an emotional and difficult process. This resulted in the development of an information booklet for victims.

A redesign of the periodic newsletter *The Boardsheet* was undertaken to give it a fresh and more accessible look. *The Boardsheet* is issued approximately every four months and circulated to all stakeholders.

In the summer of 2014 the Parole Board's online presence transferred to the GOV.uk site, which made it simpler, clearer and faster for stakeholders to access information.

Information Technology Team

The team developed an over-arching IT Strategy to support the organisation for the future, and this is on target to deliver the final version of the strategy in the first quarter of 2015/16. Ten emerging themes have been identified and business requirements have been devised against each of these themes.

During the year the team worked closely with the MoJ Information Communication Technology (ICT) Team to develop the strategy as well as resolving system problems as they arose.

A considerable amount of resource was channelled into the FFF project to ensure the new case management model was supported by the IT infrastructure. MCA templates were developed and integrated into the system to support members issuing decisions and streamline the process as much as possible.

There was significant work required to facilitate the Options Analysis/market engagement project to enhance or replace the existing case management system PPUD. This was critical to test the value for money of the existing solution and to inform a decision about the procurement strategy for the future. This involved intensive work by staff, members and managers across Parole Board and NOMS. The final draft of the business case for the new system was agreed by the close of the year and this work will continue into the next financial year.

Member Development and Practice

The Member Development and Practice Directorate has responsibility for ensuring that there are Parole Board members with the skills and experience to deliver consistent, high quality parole decisions. The directorate sets practice standards, provides on-going training and support, maintains robust quality assurance systems and ensures that members are deployed in the most effective and efficient way to meet demand.

Members took an active role in the FFF project and have been involved in the design, development and testing of new ways of working. Pilots have been run to test aspects of case assessment, panel composition and hearing duration. The emphasis has been on applying the principles of the *Osborn* judgment, whilst also aiming at reducing the backlog of cases awaiting oral hearing and the number of cases that have to be deferred before conclusion.

Over 150 members attended training sessions, delivered by members, on the new MCA model. The focus was on identifying the key issues that pertain

to risk in the case and on making effective decisions that progress cases and reduce the likelihood of deferrals and adjournments.

Supporting MCA is a new quality assessment process, ensuring that the standard of decision making remains high and is not adversely effected by the extent of on-going change, both within the Parole Board and among other stakeholders.

Alongside this was another significant change amending the Parole Board Rules by removing the requirement for a Judge to chair all lifer parole panels. All case types may now be chaired by any member with the appropriate accreditation. To support this, 20 members went through the chair accreditation process and all are now fully accredited to chair hearings.

To support the new ways of working interim and subsequently final fee structures have been agreed by Ministers. This reflects the importance and complexity of the work of Parole Board members, whilst continuing to deliver value for money within limited resources. This was a significant achievement for the Parole Board as disparity of fees and ensuring they match the work done has been a long term issue.

In March 2015 we held our members conference. This was attended by three quarters of our members and focused on developing practice and decision making. Expert contributors included Jackie Crassatti, Consultant Criminal and Forensic Psychologist and Hazel Kemshall, Professor of Community and Criminal Justice at De Montfort University. Feedback from those who attended has been very positive and many felt this had really helped inform their decision making.

Within the governance reforms, members have been recruited to the Management Committee and its sub-committees, and the members have also elected the inaugural membership of its Members' Representation Group, as part of the Parole Board's strengthening engagement with members.

Operations

The Operations Directorate 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 and some determinate and extended sentenced prisoners. The team carries out a wide variety of administrative and case management tasks to ensure that parole reviews for the prisoner are heard as swiftly as possible 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 parole decisions that safeguard the public.

During the last year the Operations Directorate met a key business target of recruiting sufficient front line staff to support the growing workload. All staff have undertaken training to ensure they are able to multi-skill across all types of case management reviews. This approach has provided a more effective case management function that has been able to manage all types of cases according to demand. New management information tools have enabled the Operations Directorate to schedule planned work and ensure that deadlines are met in a timely manner.

The direct impact of the *Osborn* judgment on the operations caseload, was to dramatically increase the demand for oral hearings. Pre-*Osborn* (April – October 2013) the Parole Board was able to list virtually all the cases awaiting a hearing within each month's listing exercise. Post-*Osborn* (October 2013 – March 2014) the oral hearing demand grew to an average of 610 cases per month requiring an oral hearing (from average of 335 pre-*Osborn*). Constraints within the Parole Board have meant that we could not maximise our oral hearings capacity to meet this increased demand. We were also mindful that this increased demand for oral hearings potentially placed additional pressures on partners in the parole process and the wider criminal justice system. As a result of this the length

of time a prisoner needed to wait for an oral hearing increased and we were mindful of the impact of these delays to prisoners and others involved in the parole process.

A number of recommendations from the joint improvement programme with NOMS have now been implemented to ensure that both internal processes and collaborative practice is improved with stakeholders. We have increased our listing capacity from an average of 560 cases per month in 2013/14 to an average of 675 cases per month in 2014/15 (we peaked in July and September 2014 listing 750 cases per month and 770 cases per month respectively). The number of cases we are conducting at hearing has risen from 450 in 2013/14 to 570 in 2014/15. However we still maintain a deferral rate of 40% at oral hearing which go back into the listings queue.

Internal processes have been reviewed to ensure that communication has improved with stakeholders and cases are made ready to list at the earliest opportunity. This incorporates such activities as securing evidential reports and ensuring witness availability. Over 95% of cases are being made ready to list in under 90 days – although as outlined above, we are not able to list as quickly as we have in previous years.

A number of pilot projects have been delivered to ensure that listings are maximised at prison level to increase capacity. The listings process has also undergone a review to ensure that any case which is stopped between listing and hearing is replaced with an alternative hearing wherever possible.

Litigation and complaints

Our legal team (Legal Advisor and Assistant Legal Advisor) are responsible for handling all legal challenges and general complaints made against the Parole Board. The team also provide legal advice to members, training to members and provide legal advice to the Secretariat.

We have continued to implement our Litigation Strategy this year and the Courts appear to have accepted our stance that as a judicial body, it is inappropriate for us to take an active role in seeking to defend judicial review challenges that are purely against a judicial decision. In line with our strategy, we continue to actively defend challenges that involve procedural matters. This year has seen a substantial reduction in claims actually being brought (to 49, against pre-action letters of 299). Part of this is no doubt an effect of the change in legal aid funding for such claims.

We were pleased to be able to offer an intern position this year in partnership with the Kalisher Trust, which aims to help aspiring barristers to obtain pupillage. The placement was very successful and we hope to be able to offer a similar opportunity in the future.

The impact of the *Osborn* judgment on the ability of the Parole Board to hear all oral hearings on time continues to affect us and the increase in private law damages claims this year reflects that situation.

As the Parole Board's wide ranging piece of work to respond to *Osborn* has developed, our legal team have been key in ensuring that the plans developed are lawful and fair and have been able to support those delivering the project in the design and delivery of guidance and training to staff and members in the new case management model.

Identification and monitoring of complaints has become more sophisticated and the Management Committee now receive regular reports of the types of complaints received, lessons to be learnt from them and their outcomes. We expect the numbers of complaints being logged to increase as we improve ways of capturing both formal and less formal complaints. We are also working to record compliments made in order to learn lessons from good practice.

Corporate Services

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 biggest success of the year for Corporate Services was the move from Grenadier House to new offices at 52 Queen Anne's Gate in October 2014, which went very smoothly with little to no impact on operational delivery. Staff have responded well to the open plan flexible working environment.

The **Corporate Office** houses the Secretariat and services meetings of the Management Committee, Audit and Risk Committee and other key bodies. The section is the focal point for a range of corporate activities including Health and Safety, and office services.

The **Finance Team** provides financial management services, including full audited accounts to the organisation's stakeholders, notably the MoJ (our Sponsor); the Senior Management Team and Governance Committees and the staff. Transactional finance is carried out by shared services. A move to a new finance system is likely during the course of 2015/16, which will allow for a smoother interface between the Parole Board and shared services. The Parole Board's financial maturity has continued to improve over the course of 2014/15 and resource was allocated to delivering a training session to budget managers to further increase understanding around budgets and forecasting. This proved timely and led to intelligent discussions when building the budget for 2015/16.

The **Performance and Statistics Section** provides key management information on both performance objectives and key performance indicators, at department level and organisation level. The team also supports development of PPUD. During 2014/15 the team conducted a root and branch review of data requirements and developed a series of core reports for management use. This allowed greater

insight into a range of Parole Board activity, notably improving understanding of the Parole Board backlog and helping target work to address it. The team also assisted the MoJ in the development of a number of business cases and supports a joint performance group with PPCS. This work will be further extended into 2015/16. Particular areas for development include predictive modelling of the Parole Process and supporting process improvements via PPUD.

The **Human Resources Team**, as with the rest of the business, began the year at a time of significant change throughout the organisation. Resourcing meant at times that the team were not always well placed to support the rest of the business in the way that it needed. This led to the decision to recruit an Interim Head of Human Resources to provide expertise on policy and procedures. The Human Resources Team have taken a proactive lead on employee engagement and have re-focused the Employee Engagement Group and established a Social Committee. The team ends the year in a stronger position and has begun to review policies, including the introduction of a new competence framework for staff. Over the coming year the Human Resources Team will continue its review of all Parole Board policies ensuring robust processes support these. A focus for 2015/16 will be the transition to transactional shared services.

Performance against Key Performance Indicators

Six Key Performance Indicators (KPIs) were identified for 2014/15 in consultation with stakeholders.

Target	Progress
90% of all cases to be provided with an oral hearing date within 90 days of becoming ready to list. This 90 days is in line with our usual listing practice of listing hearings three months in advance.	<p>Performance against this KPI reflects the impact of the increased volume of reviews being directed to an oral hearing, a legacy of <i>Osborn</i>. The overwhelming pressure has been on our listings capacity.</p> <p>The Parole Board was able to maintain good performance in the first half of the year with over 80% of all cases being provided with an oral hearing date within this KPI target. However, this dropped to an average of 74% towards the end of the year. Pre-<i>Osborn</i> the demand for oral hearings averaged 335 cases being referred for an oral hearing per month but during 2014/15 we have seen routine demand increase to 570 a month. This, alongside the current rate of deferrals has resulted in a backlog of cases where the case is ready to list, but we have not had the capacity or ability to do so. For example, there are some prisons where it's not currently possible to host more parole hearings. The central focus for 2015/16 is developing the business to tackle this backlog, and reduce the deferral rate, engaging our stakeholders to help support us. In part this can be done through increasing our listings capacity further. We can achieve this through more efficient use of our members, the time available at prisons and through more use of video for remote hearings.</p>
Target	Progress
90% of cases to be made ready to list within 90 days of being directed to oral hearing.	<p>The processes to make a case ready for hearing are the core responsibility of the Parole Board Operations Team. For 2014/15 the Parole Board managed to ensure that 96% of cases were ready for listing within 90 days of being directed to oral hearing. A critical element in this is the relationship with stakeholders, especially in ensuring that specialist witnesses and witnesses from partner agencies are available for the hearing. This is routinely achieved through clear communication with prisoners, their representatives and partner agencies.</p>
Target	Progress
For quarters three and four, improve the percentage of member time used per month. This was baselined at 86% in quarter two.	<p>Parole Board members are the decision makers in respect of all of our hearings. However, they are public appointees and as such are a specialist resource and limited in number. They are not full time but, instead, provide the Parole Board with details of those days they can work for us. As part of our work to ensure that our listings capacity was as good as we could make it, it was important to ensure that we were making full use of those days members were available.</p> <p>Over the course of the last six months we've managed to utilise over 88% of the oral hearing days members provide. It's important to note that this figure only records days dedicated to hearings so this is a fairly effective use of their time once other time commitments, such as member training days, are taken into account.</p>

Target

For quarters three and four, to list between 400 and 450 panels per month.

Progress

A panel is a group of one, two or three members convened to conduct one or more parole hearings. In recognition of the growing work demands in 2014/15, the Parole Board considered a range of possible ways to increase our listings capacity. One way was to increase the number of panels and an ambitious target was set. For 2013/14 the monthly average for panels listed was just under 300. For 2014/15 we have managed to raise this average to 374. In July 2014 we trialled holding panel's exclusively using two members rather than the normal panel size of three. As a result we managed to list 407 panels, hearing a total of 675 hearings. However, this exercise placed considerable demands on partner agencies, particularly the prison establishment. For 2015/16 we have taken valuable lessons and will be amending our working practices to ensure, as far as possible, we are looking to construct panels in a more flexible way, avoiding standard panel arrangements.

Target

To increase the completion rate from 74% to an overall target of at least 80% in quarter four.

Progress

Our hearing completion rate is dependent upon managing and reducing the number of oral hearings that are subject to deferral. A big part of this is understanding the reasons behind each deferral and looking at developing solutions and interventions and much work has been undertaken this year, including joint working with NOMS. We started the year with a rate of 73%. Improvements in the completion rate can be linked to the listing replacement project operated in quarter four. We have managed to reach 76% at year end. The improved completion level also coincides with the process changes resulting from MCA.

Target

To maintain a hearings per panel conclusion ratio in excess of 1.4.

Progress

Last year the Parole Board managed to list only 1.3 hearings per panel. Increasing this figure is another element of our approach to increasing the overall number of cases conducted and therefore concluded. Through improved listing processes we have managed to reach a level of 1.8 hearings per panel. Not all planned panels go ahead. Some panels can be cancelled or hearings listed can be deferred for a number of reasons. In 2013/14, an average of 1.3 hearings were completed per panel. This year the rate has been maintained above 1.4. In the last six months the Parole Board average 1.5 hearings completed per panel.

How We Performed

Comments and Definitions

This year's statistics are presented in the same format as 2014/15. There are three main tables featuring counts of the three types of hearings conducted by the Parole Board, these are then followed by six tables providing a general overview of the data and a final table breaking the hearings down by the finance classifications. All the tables contain numbers of hearings, not people or reviews.

Below 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 is suitable to move to or remain in open conditions.

Progression – the Parole Board either direct Release or recommend Open.

To Oral – the Parole Board directs that the case requires oral hearing.

Negative – the Parole Board directs that the prisoner does not progress.

Decline – the Parole Board refuses the prisoner's request for an oral hearing.

Granted – the Parole Board grants the prisoner's request for an oral hearing

Hearing Types

Oral Hearing – a hearing where the prisoner and the Parole Board are in verbal and 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 (note: does not include requests for oral hearing).

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. This advice can be in relation to suitability for open conditions or on release on compassionate grounds.

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 is serving any determinate or extended sentence.

Life – the hearing is to assess a prisoner who is 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.

2014/15

Parole Board Hearings

Completed **paper** hearings conducted by the Parole Board 2010/11 – 2014/15, split by sentence type, review type and outcome

	Paper Hearings	Determinate			Life			IPP		
		Negative	To Oral	Release	Negative	To Oral	Open	Negative	To Oral	Open
Review	2010/11	1,140	27	269	942	962	1	1,359	1,334	2
	2011/12	633	24	172	806	1,144	-	1,126	1,571	6
	2012/13	403	42	140	818	1,154	-	1,192	1,623	0
	2013/14	279	117	118	653	1,420	-	993	2,042	0
	2014/15	342	373	72	410	1,340	-	493	1,869	0
Recall	2010/11	12,477	182	1,748	-	159	-	0	Inc in Life	0
	2011/12	13,372	369	1,500	-	312	-	0	Inc in Life	0
	2012/13	10,018	502	2,243	-	376	-	0	Inc in Life	0
	2013/14	9,128	991	1,603	-	438	-	0	Inc in Life	0
	2014/15	8,069	1,527	636	-	208	-	0	336	0
Advice	2013/14	0	0	0	1	40	0	0	50	0
	2014/15	0	0	0	0	5	0	5	21	0

Requests for oral hearings conducted by the Parole Board 2010/11 – 2014/15, split by sentence type, review type and outcome

	Requests	Determinate		Life		IPP	
		Decline	Grant	Decline	Grant	Decline	Grant
Review	2010/11	inc in Recall	inc in Recall	168	n/a	269	n/a
	2011/12	inc in Recall	inc in Recall	148	95	215	110
	2012/13	inc in Recall	inc in Recall	151	59	251	82
	2013/14	5	8	92	64	175	105
	2014/15	-	-	15	77	26	133
Recall	2010/11	1,143	454	All Recalled Life and IPP sentence offenders are automatically granted an oral hearing so there can be no requests for an oral hearing			
	2011/12	1,069	382				
	2012/13	938	307				
	2013/14	623	531				
	2014/15	430	660				
Advice	2013/14	0	0	0	0	0	0
	2014/15	0	0	0	0	0	0

Completed **oral** hearings conducted by the Parole Board 2010/11 – 2014/15, split by sentence type, review type and outcome

	Oral Hearings	Determinate		Life			IPP		
		Negative	Release	Negative	Open	Release	Negative	Open	Release
Review	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
	2014/15	72	74	382	359	350	518	612	486
Recall	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
	2014/15	724	1,053	38	24	100	63	29	139
Advice	2013/14	0	0	3	8	0	6	14	1
	2014/15	0	0	4	11	0	3	4	3

2014/15 Parole Board Hearings – Summary

Paper hearings conducted by the Parole Board 2010/11 – 2014/15, split between whether the hearing was deferred or completed

Year	Total	Completed	Deferred
2010/11	20,709	20,602	107
2011/12	21,129	21,035	94
2012/13	18,600	18,511	89
2013/14	17,946	17,873	73
2014/15	16,172	15,706	466

Completed **paper** hearings conducted by the Parole Board 2010/11 – 2014/15, split by outcome

Year	Total	Negative	Progression	To Oral	% To Oral
2010/11	20,602	15,918	2,020	2,664	13
2011/12	21,035	15,937	1,678	3,420	16
2012/13	18,511	12,431	2,383	3,697	20
2013/14	17,873	11,054	1,721	5,098	29
2014/15	15,706	9,319	708	5,679	36

Requests for oral hearings conducted by the Parole Board 2010/11 – 2014/15, split by whether the request was granted or declined

Year	Total	Decline	Granted	% Granted
2010/11	n/a	1,580	n/a	n/a
2011/12	2,019	1,432	587	29
2012/13	1,788	1,340	448	25
2013/14	1,590	890	700	44
2014/15	1,341	471	870	65

Oral hearings conducted by the Parole Board 2010/11 – 2014/15, split between whether the hearing was deferred or completed

Year	Total	Completed Hearings	Deferred Hearings	% Completed
2010/11	3,732	3,069	663	82
2011/12	4,216	3,250	966	77
2012/13	4,628	3,439	1,189	74
2013/14	5,174	3,835	1,339	74
2014/15	6,872	5,048	1,824	73

Completed **oral** hearings conducted by the Parole Board 2010/11 – 2014/15, split by outcome

Year	Total	Progression	Negative	% Progression
2010/11	3,069	1,967	1,102	64
2011/12	3,250	2,253	997	69
2012/13	3,439	2,545	894	74
2013/14	3,835	2,822	1,013	74
2014/15	5,048	3,244	1,804	64

All hearings conducted by the Parole Board 2010/11 – 2014/15

All Hearings	Total
2010/11	n/a
2011/12	27,364
2012/13	25,016
2013/14	24,710
2014/15	24,254

All hearings conducted by the Parole Board 2010/11 – 2014/15 broken down by finance classification

Finance Classification	2010/11	2011/12	2012/13	2013/14	2014/15*
3 member paper hearings (All Determinate Review and all ESP Annual Review)	1,791	1,187	860	974	847*
1 member paper hearings A (All IPP and Life)	4,759	4,965	5,163	5,637	3,584*
1 member paper Hearing B (All Determinate Recall except ESP Annual-Reviews)	14,159	14,977	12,577	11,335	7,316*
1 member paper hearing (Member Case Assessment)					4,425*
1 member oral hearing (All Determinate Recall except ESP offenders)	460	512	656	804	1,886
3 member oral hearing (All IPP, Life and ESP)	3,272	3,704	3,972	4,370	4,986
Duty Member paper hearing (All oral hearing requests)	n/a	2,019	1,788	1,590	1,341
Total hearings	n/a	27,364	25,016	24,710	24,254
Total oral hearings	3,732	4,216	4,628	5,174	6,872

*Partway during 2014/2015 the three distinct paper hearing processes were merged. Since December 2014, all paper hearings are conducted under the auspices of the Member Case Assessment process.

n/a – Data is not available – This applies to tables on pages 24-28.

Challenges, Complaints and Requests for Information

The below data relates to all legal challenges made to the Parole Board. Previous reports have combined general complaints with legal challenges. This year, we have split these figures to more accurately show the number of letters received under the Civil Procedure Rules Pre-Action Protocols, for both judicial reviews and private law damages claims, together with numbers of actual claims. Judicial review claims can relate to challenges against the lawfulness of the decision, or to failures or omissions, or matters of procedure. While the Board continues to work to reduce the listings backlog, the likelihood of damages claims citing a breach of article 5 (4) of the European Convention of human Rights due to delay, remain high.

Challenges, Claims and Requests 2009/10 – 2014/15						
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Challenges/enquiries/information requests	724	701	682	592	n/a	n/a
Judicial Reviews	182	182	95	102	76	49
Private Law Claims	-	-	19	1	n/a	4
Pre-action claims for damages	-	-	52	38	20	89
Pre-action claims for JR	-	-	-	-	-	299
Request for non-standard licence conditions to be inserted/varied/removed	1,267	699	427	319	n/a	n/a

Requests for advice from PPCS were recorded in previous reports are now not recorded separately from the paper/oral hearing stats

Complaints can be considered regarding how the Parole Board has dealt with a case, either administratively, or regarding the conduct or behaviour of a Parole Board member. The majority of general complaints relate to administrative failures or errors, including delays. Changes in recording have meant an increase in identified complaints.

Freedom of Information Requests and Complaints 2009/10 – 2014/15						
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Freedom of Information Requests	40	33	35	19	19	42
Complaints about the service provided by the Board	129	81	48	39	51	140

The Broader Context

Financial Review

The total net expenditure by the Parole Board was £14,995,000 (2013/14 £12,890,000).

There was an increase in staff and members' costs due to an increase in workload faced by the Parole Board. The Osborn judgment resulted in an increase of staff members, recruitment costs, and agency costs throughout the year. Overhead recharges from MoJ accounted for a significant increase in bottom-line cost. The Parole Board experienced a reduction in its operating costs as it improved its processes in-year. As grant-in-aid is credited to reserves rather than recognised as income, the Parole Board's financial statements reflect the expenditure to be financed by grant-in-aid.

The Statement of Financial Position shows total reserves of £190,000 as at 31 March 2015.

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 reporting to each meeting of the Audit and Risk 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 grows 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 is unable to meet the challenges it faces.
10. The outcome of the Triennial Review may have a significant negative impact on the future of the Parole Board – CLOSED
11. The independence of the Parole Board is compromised by actions of Ministers or itself – NEW
12. The proposed introduction of Recall Adjudicators removing recall work from the Parole Board – NEW

Note that during 2014/15 we closed off the Triennial Review risk as it was completed and published in January 2015. Two additional risks were added during the course of the year relating to the independence of the Parole Board being compromised by itself or Ministers and the proposed introduction of Recall Adjudicators removing recall work from the Parole Board.

Equality & diversity

The Parole Board is committed to a policy of equal opportunity for all members and staff, regardless of race, religion or belief, gender reassignment, sex, sexual orientation, pregnancy and maternity, marriage and civil partnership, disability, age or any other irrelevant factor. It provides guaranteed interviews to candidates who qualify under the requirements of the Equality Act 2010 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.

As at 31 March 2015:

- The Management Committee was made up of 12 members, seven female and five male.
- The Parole Board had only one member of staff at Senior Civil Servant (SCS) level, she sits on the Management Committee and is therefore included above.
- The Parole Board employed 104 members of staff (101.63 FTE) 62 females (60.23 FTE) and 42 males (41.4 FTE).



Claire Bassett

Chief Executive and Accounting Officer

25 June 2015

Accounts

A statement of accounts for the Parole Board

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 Parole 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 Parole 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 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 Parole Board by the Public Protections Casework Section 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 Parole Board by the Public Protection Casework Section 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. The Criminal Justice and Immigration Act 2008 introduced measures which have reduced the number of determinate cases referred to the Board.

Since the introduction of the 'fixed term recalls', which do not require the case to be referred to the Parole Board, the number of paper recall cases has been falling. The introduction of the Legal Aid Sentencing and Punishment of Offenders 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 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.

During 2014/15, 924 reviews were concluded on the papers without the need for a three member oral hearing. The decrease in reviews concluded at the paper stage is a direct consequence of *Osborn* as this changed the law determining when the Parole Board must hold an oral hearing.

Determinate oral hearing reviews

These are cases where either the panel directed the case go to oral hearing, or the prisoner made a successful application for an oral hearing. They include panels considering determinate pre-release reviews or extended sentence hearings of recalled prisoners; and panels considering standard determinate sentence recalled prisoners.

Again more of these cases now progress to oral hearing post judgment in *Osborn*.

Indeterminate oral hearing reviews

These are cases heard by Parole Board panels where the Member Case Assessment panel either directed the case go to oral hearing or the prisoner made a successful request for an oral hearing. They include pre-tariff; on/post tariff and recall cases for all indeterminate sentence prisoners.

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 the judgment in *Osborn*. This was against the background of the continuing significant rise of Indeterminate Public Protection prisoners eligible for a parole hearing. Oral hearings for pre-tariff cases has decreased and this is most likely due to the Secretary of State making use of his executive power to transfer the prisoner to open conditions without the need to seek advice from the Parole Board.

Basis for preparing the accounts

These accounts have been prepared on an accruals basis in a form directed by the SofS 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 Board's grant-in-aid for 2014/15 in its estimates. The 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 Board's only source of funding is grant-in-aid which is provided by the Ministry of Justice. This comprised cash funding of £13,060,000 (2013/14- £11,050,000). In addition, the Ministry of Justice met costs of £2,459,000 for the Parole Board (2013/14- £1,009,000) 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 £15,519,000 which was an increase of £3,460,000 from 2013/14 which was £12,059,000.

The Parole Board's cash at bank as at 31 March 2015 was £1,026,000. All other miscellaneous receipts, if any, including interest received on the Board's bank account, are surrendered to the Ministry of Justice for payment to the Consolidated Fund.

Unit costs

The estimated unit costs to the Parole Board for processing paper and oral hearings are shown in the table below. Unit costs include all costs borne by the Parole Board together with costs borne by the Ministry of Justice on the Board's behalf.

The increase in paper hearing unit costs are due to increased overheads. Direct and indirect oral hearing costs have increased by 18%. However the volume of conducted oral hearings have increased by 33% as the Board has benefitted from economies of scale. This has resulted in an 11% decrease in oral hearing unit costs.

Unit costs

	2013/14	2014/15
Paper Hearings	£151	£165
Oral Hearings	£1,919	£1,711

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. The Parole Board pays 90% of its invoices within 10 days and the balance within 30 days.

Audit

Internal audit services are provided by the Ministry of Justice Internal Audit Division and in 2014/15 the amount charged for these services was £27,600 plus VAT. This included the provision of 69 days' audit, attendance at meetings of the Audit and Risk 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 included in these Accounts. The Parole Board has accrued for £22,000 in respect of the statutory audit for 2014/15. 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 Parole Board is committed to maintaining the standard for continuing accreditation under Investors in People. An Employee Engagement Group meets monthly.

Member and employee involvement

In addition to casework, members were engaged in a range of other activities, particularly in relation to the Fair For the Future project, developing new ways of working in response to the *Osborn* judgment. Over 200 members attended Fair For the Future events, including workshops for chairs and specialist members, as well as regional events. 147 members have been trained in the new Member Case Assessment process, led by seven member trainers. Nearly half of these have had a quality assurance assessment designed with input from two members, and carried out by one of 11 member assessors. 17 new oral hearing chairs were appointed, supported by 17 member mentors and ten delegating chairs. Four members led the training.

28 members applied for seats on governance committees and those committee's benefited from nearly 100% member attendance at meetings. Four members sat on selection panels. 101 members voted for the election of seven members from 12 candidates standing for the Member Representation Group. 75% of the membership attended the Members' Conference, and five members presented workshops.

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 *Boardsheet* and attend the annual conference. Following the Management Committee an all staff verbal briefing is held to update on the meeting and outline priorities.

Sickness absence data

The number of days' sick absence taken as an average per employee by staff working at the Parole Board from April 2014 to March 2015 was five days compared with the cross government target of 7.5 days. This represents a slight decrease over the previous year's figure of 6 days. In context the total number of days lost to sickness was 532 days compared with 534 last year. This is significant taking into account the 21% increase in staff numbers since last year.

Of the 532 days lost to sickness, 52% were short-term absences (eg, seasonal colds) and 48% were long-term absences of more than 20 days. This represents an increase of long term sickness which stood at 23% of last year's total. The long term absences largely related to on-going serious health issues. We are actively managing all absences and

providing support to staff as required to enable them to render regular and reliable service to the Parole Board. We understand that staff attendance is important to the delivery of our business objectives and understand that there will be occasions when employees have to take time off as a result of illness. However we know that such absences can sometimes have an effect on the quality of service we provide. As a caring employer, committed to providing high quality service to our stakeholders, we will continue to balance the needs of staff members who need to be absent from work for genuine reasons with the effects on our remaining staff and the delivery of our service.

Health and safety

The Parole Board is committed to maintaining the standards required by the Health and 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 and safety group that meets quarterly.

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

As Accounting Officer, I am responsible for the systems of internal control and risk management. I have put in place governance arrangements which follow best practice and follow the Corporate Governance Code to the extent that the Parole Board's size and status allow. I have policies and procedures in place which enable me to maintain a sound system of internal control that supports the achievement of the Parole Board's policies and strategic aims and objectives, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me as Accounting Officer and in the Managing Public Money guidance.

This statement provides more detail of the governance, risk management and assurance arrangements I have put in place.

1. Governance Framework

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. The governing legislation confers a wide discretion on the Parole Board as to its governance functions.

Governance Structure

I have overseen reforms to our governance structure between 2014 and 2015. These reforms were endorsed by the outcome of the Triennial Review which was finalised in January 2015. This has led to the establishment of a new Management Committee and a new sub-committee structure which commenced in 2015. A new Constitution for the Parole Board has been approved by the Parole Board membership. The Constitution formalises a delegation of functions, accountability procedures and safeguards.

A Parole Board Members Representative Group (PBMRG) was established in March 2015. This is not part of the formal management structure. Its members are elected by the Parole Board membership. It is intended that the PBMRG will act as a representative body which, through its liaison with the general membership, will offer a collective viewpoint to the Executive and act as a conduit for dialogue between the membership, the Executive and the Management Committee.

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

1.1 The Management Committee (MC)

A new Management Committee was established in January 2015. This replaced the former Management Board. The new MC includes Non-Executive Committee Members for the first time who were recruited through fair and open competition.

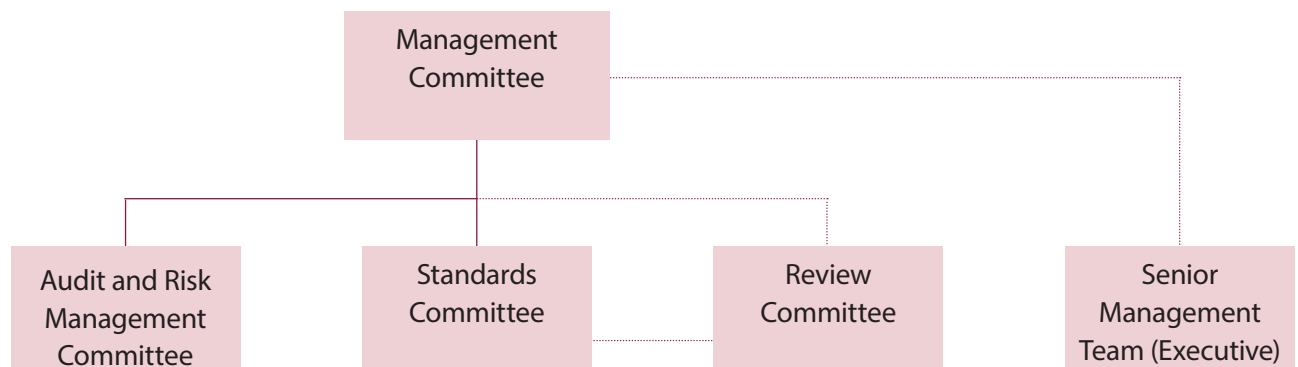
My colleagues on the MC consist of the Chair and Vice Chair of the Parole Board; Directors of Members Development and Practice, Business Development and Operations; Three Parole Board Members and Three Non-Executive Members.

The executive officers on the MC are all standing members. The Parole Board Committee Members and Non-Executive Committee Members are appointed, following open competitions, for a three year term of office. Parole Board Members of the Committee may be appointed for a shorter period commensurate with the end of their tenure as a Parole Board Member.

This can be extended for a maximum of one further three year term or, in the case of a Parole Board Committee Member, for as long as they remain a Member of the Parole Board (whichever is less).

The MC meets at least eight 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 Board's budget and approving its annual report and annual accounts. New terms of reference and operating procedures for the MC were approved in 2015.

A recommendation from the Parole Board's Triennial Review identified that the Parole Board should convene one open Board Meeting annually. This is being considered by the MC and is likely to be implemented during 2015/16.



1.2. The Audit and Risk Committee (ARC)

This committee was formerly known as the Audit and Risk Management Committee (ARMC) but was re-named as the Audit and Risk Committee (ARC) in January 2015.

The ARC is responsible for advising me (as Accounting Officer) and the Management Committee 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 ARC reports to me on the activity and results of internal and external audit.

Membership of the ARC consists of a Non-Executive Member of the Parole Board Management Committee who acts as Chair of the ARC (he is a qualified Accountant); a second Non-Executive Committee Member and a maximum of two other Parole Board members (one to be drawn from the Management Committee).

The Parole Board Committee Members and Non-Executive Committee Members are appointed for a three year term of office. Parole Board Members of the Committee may be appointed for a shorter period commensurate with the end of their tenure as a Parole Board Member. This can be extended for a maximum of one further three year term or, in the case of a Parole Board Committee Member, for as long as they remain a Member of the Parole Board (whichever is less).

I attend all meetings of the ARC. Meetings are also attended by the MoJ Internal Audit representative and External Audit representative.

The ARC meets at least four times a year. After each ARC meeting, a copy of the Minutes of that meeting will be provided and the ARC Chair will highlight any issues which require specific direction and response from the Management Committee.

New terms of reference and operating procedures for the ARC were approved in 2015. All committee members have job descriptions and person specifications.

1.3. Standards Committee (SC)

This is a new Committee which has replaced the previous Performance and Development Committee. It will meet for the first time in May 2015.

The Standards Committee (SC) is responsible for identifying and advising on issues relating to the accreditation, competence, appraisal, performance, deployment, support and development of Parole Board members. It also has a longer-term objective to develop and promote high standards of practice across the whole of the Parole Board and facilitate effective communication and collaboration on these matters between members, senior management and Secretariat staff.

Membership of the SC consists of either one of Parole Board Management Committee Members or one of the Non-Executive Management Committee Members who will act as Chair of the SC; a maximum of four other Parole Board members (including a judicial member, a specialist member and two independent members) and the Director of Member Development and Practice.

The Director of Member Development and Practice is a standing member. All other members are appointed for a three year term of office. Parole Board Members of the Committee may be appointed for a shorter period commensurate with the end of their tenure as a Parole Board Member. This can be extended for a maximum of one further three year term or, in the case of a Parole Board Committee Member, for as long as they remain a Member of the Parole Board (whichever is less).

The SC meets at least quarterly. After each quarterly SC meeting, a copy of the Minutes of that meeting will be provided and the SC Chair will highlight any issues which require specific direction and

response from the Management Committee. It is also intended that a link will be built between the SC and Review Committee in order for lessons to be learnt and shared.

Terms of reference and operating procedures for the SC were approved in 2015. All committee members have job descriptions and person specifications.

1.4. Review Committee (RC)

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

The RC sits outside the formal management structure, to retain its independent scrutiny role but the RC chair sits on the Management Committee and provides formal updates to the Management Committee, making recommendations as appropriate arising out of its review of cases.

Membership of the RC consists of Vice Chair of the Parole Board (Chair), the Director of Member Development and Practice, a maximum of four other Parole Board members (to include a judicial member, a specialist member and at least one independent member) and a maximum of three external members.

The Director of Member Development and Practice and the Vice Chair are standing members. All other members are appointed for a three year term of office. Parole Board Members of the Committee may be appointed for a shorter period commensurate with the end of their tenure as a Parole Board Member. This can be extended for a maximum of one further three year term or, in the case of a Parole Board Committee Member, for as long as they remain a Member of the Parole Board (whichever is less).

The RC meets at least quarterly.

It is the responsibility of the Director of Member Development and Practice to act as the reporting conduit between the Standards Committee, the Review Committee and the Management Committee.

New terms of reference and operating procedures for the RC were approved in 2015. All committee members have job descriptions and person specifications.

1.5 Senior Management Team (SMT)

I chair monthly meetings of the SMT which all Directors attend. The SMT receive reports on performance and finance. It creates the Business Plan for the Management Committee as well as the Corporate Governance Statement and prepares the 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.

1.6 Other committees and groups:

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 Board and report to the SMT.

These include the:

- Equality and Diversity Group (Quarterly)
- Operational Performance Team (Weekly)
- Project Management Group (Monthly)
- Employee Engagement Group (Monthly)
- Reward and Recognition Team (Monthly)
- Health and Safety Group (Quarterly)

Other ad hoc groups and project groups also exist to discharge specific functions on a temporary basis according to need.

1.7 Sponsorship arrangements:

The Parole Board is sponsored by the Criminal Justice Group within the MoJ. In addition to the governance framework outlined above, the Parole Board also has formal sponsorship arrangements in place with the ALB Governance Division within the Finance Assurance and Commercial Group of the Ministry of Justice.

I meet quarterly with the Head of the ALB Governance Division to review and monitor performance, risk and delivery of business plan objectives. The ALB Governance Division supports the work of the Board in relation to other criminal justice system agencies and provides the vital link between the Parole Board and Ministers. Recent examples include a submission to Ministers on the remuneration of the membership.

In addition the ALB Governance Division undertakes the recruitment of Parole Board members, ensuring campaigns are run -where appropriate- in accordance with the Code of Practice of the Commissioner for Public Appointments. The Head of the ALB Governance Division also observes meetings of the Parole Board's ARC.

2. The Management Committee's performance, including its assessment of its own effectiveness

The new terms of reference for the Management Committee and other sub-committees include consistent appraisal schemes for members of the MC, chairs of formal sub-committees and members of those committees.

The performance of the MC as a whole will be formally appraised annually by the Chair. Collective

performance will be appraised against the MC terms of reference.

Individual MC Members will be appraised annually by the Chair against the competencies set out in MC Members' job descriptions and the ability and skills section of their person specifications.

At the start of the year, objectives should be 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.

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

Attendance of members of the Management Board/Committee during 2014-15 was an average 87% across its membership.

Meeting agendas and papers are circulated electronically a 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 Committee reports, notably by the Management Board and the Audit and Risk Management committee

The Management Board/Committee met 11 times in the year (eight times as the Management Board and three times as the Management Committee) and in its oversight role for operation and performance it provided me with advice and support. 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/MC during 2014/15 were the impacts of the significant and continual increases in workload, particularly in light of the *Osborn* judgment, the implementation of the new Member Case Assessment model which was devised in response to *Osborn* the IT strategy and development and corporate governance reform.

Key issues for discussion in the ARMC/ARC during 2014/15 included finalisation of the 2013/14 Annual Report and Accounts, the problems of the Board's IT provision, revisions to the corporate governance and continuing to look at the corporate risk register and assurance.

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

I have put in place governance arrangements which follow best practice and the Corporate Governance Code to the extent that its size and status allows. During 2013/14 I commissioned a review of Corporate Governance which was conducted by an external adviser. As a result new governance arrangements were implemented during 2014/15. The Triennial Review of the Parole Board was published in January 2015. The majority of the recommendations from that review had been anticipated by the corporate governance review and had already been implemented by the time the Triennial Review report was published.

Under current arrangements the Parole Board has established the following material departures from the provisions of the Code:

- Remuneration Committee: Paragraph 5(2), Schedule 19, Criminal Justice Act 2003, provides for the Board to set the remuneration of Parole Board staff with the approval of the Secretary of

State. The Board submits a proposed annual pay remit which is approved by the Secretary of State. There is no discrete remuneration committee of the Board that considers remuneration of Parole Board staff. In November 2014 the Board convened its first Remuneration Committee to consider my remuneration. In doing so, the Management Committee met without my presence or the presence of the other Executive Members of the Board. The appointment – both internally and external – is made on the basis of merit.

In addition a recommendation of the Triennial Review was for the appointment of the Chair of the Parole Board to be brought back in line with the Commissioner for Public Appointment's Code of Practice. The appointment of the Chair is a matter for the Secretary of State and I have been assured by the Public Appointments Team within the Ministry of Justice that advice will be provided to the Secretary of State at the appropriate time.

4.1 Internal Audit

Internal Audit provide a total of 69 days resource for the Board and have audited the Board's Zero Based budgeting, External Recruitment, IT Risk Management and Shared Drive. In addition some days were allocated to following up audit reports from 2013/14.

Internal Audit report at each meeting of the ARC. At least annually, the Head of Internal Audit (HIA) provides me with a report on internal audit activity. The report includes the HIA's independent opinion on the adequacy and effectiveness of the Board's system of internal control. The overall opinion of the HIA for 2014/15 was MODERATE.

The Parole Board is working closely with Internal Audit and reporting on the progress against recommendations to the ARC.

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 risk management framework which I have embedded within the Parole Board ensures that risks to achieving its business objectives are properly identified, managed and monitored. On an annual basis the Corporate Risk Register is reviewed and the approach to risk throughout the organisation is revisited. Assurances across the business 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 (quarterly) and also the Audit and Risk Committee who will then advise me and Management Committee. 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 the Audit and Risk Committee. The re-named Audit and Risk Committee met for the first time in February 2015. As such an annual risk seminar has not been held for 2014/15 (the last one was in February 2014) but one is planned for 2015.

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 Corporate Risk Register. The NAO provide external

audit services looking at the Board's financial performance. Actions are agreed in response to recommendations made and are followed up to review progress on implementation.

Throughout the year I continued to ensure that the Board was managing the risks relating to information assurance appropriately. Information security arrangements for staff are broadly in compliance with those in the Security Health Check Review Lite and supplied to the MoJ and the self-evaluation of the mandatory requirements was positive.

I received the outcome of an investigation by the Information Commissioner's Office in February 2015, which was in response to a reported dossier loss in 2013. This highlighted weaknesses in controls around information security arrangements for our membership, who are Public Appointees, and work remotely. I signed an Undertaking which included introducing a range of improvement activity by June 2015.

A total of 25 information incidents were recorded during 2014/15; 11 of which were actual or potential losses external to the Parole Board premises, five were actual or potential losses internal to the Parole Board premises, four related to unauthorised disclosure, three were lost passes and two related to building access issues.

5.3 Summary of key risks identified during the year

I ensure that 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 the ability to meet our increasing workload, serious further offences and ability of partners to work with us in the system.

To mitigate against the risk of a growing workload I have ensured that the Parole Board has put in place a raft of measures to address this and key to

this was the implementation of the new Member Case Assessment model which was introduced in response to the Osborn judgment (which is detailed below).

5.4 Ministerial Directions

The Board received no ministerial directions during the year.

There was an amendment to the Parole Board Rules which took effect on 1 April 2014. This allowed for flexibility around who could chair a Lifer panel.

Accounting Officer's Statement

I am confident that 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 Committee, Audit & Risk Committee, the internal auditors and the National Audit Office.

A Triennial Review of the Board began in 2013 and was concluded in January 2015. 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.

The overwhelming conclusion to Stage One of the review was that the statutory functions of the Parole Board are still required, and the most effective method of delivering these functions remained via the NDPB model. This recognised the importance of the Board as a decision maker and that it needed to retain its independent status from Government.

Stage Two of the review concluded that the Board complied with the majority of the governance and accountability requirements placed upon it; however some recommendations were made to demonstrate compliance against specific governance requirements. Many of the

recommendations have already been addressed by the governance review being undertaken internally.

Whilst we have looked at the way we work, NOMS have also been asked to look at alternative ways for dealing with recall cases by the Secretary of State. This has led to work to develop the proposals for Recall Adjudicators. This scheme has the potential to free up resources, subject to budget allocations, to tackle reviews of indeterminate sentence prisoners which form our current backlog.

This has been another year of huge change for staff and members, change that will continue into 2015/16 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
25 June 2015

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 Committee as do four part-time members appointed by the Chairman of the Parole Board. The Chief Executive (who is not a statutory member of the Board) also serves on the Management Committee.

This report discloses the remuneration of those serving on the Management Committee (comprising the Chairman, four other members, two 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 Committee), at a fixed and non-pensionable rate of £300 (2013-14: £190) for each day on which they attend Parole Board meetings;
- for the Chief Executive, by the Ministry of Justice on the Senior Civil Service pay scales in accordance with the recommendation of the Senior Salaries Review Body. The extent of performance-related pay due to these staff is assessed under the Ministry of Justice pay and reward framework.

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 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 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 <i>Full-time member</i>	16 April 2016
Stephanie McIntosh Appointed 01 August 2013 <i>Full-time member</i>	01 August 2018

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.

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 ¹		Total	
	2014/15 £000	2013/14 £000	2014/15 £000	2013/14 £000	2014/15 £0	2013/14 £0	2014/15 £000	2013/14 £000
Sir David Calvert-Smith, Chairman (1)	65-70	55-60	-	-	-	-	65-70	55-60
Claire Bassett, Chief Executive	90-95	90-95	-	-	35,000	35,000	125-130	125-130
Martha Blom-Cooper, Full-time member (2)	75-80	65-70	0-5	0-5	42,000	10,000	120-125	75-80
Stephanie McIntosh, Full-time member	60-65	35-40 (FYE 55-60)	0-5	-	23,000	16,000	80-85	55-60
Miranda Biddle (3)	20-25 (FYE 70-75)	-	-	-	10,000	-	30-35	-
Graham Bull, Part-time member(4)	0-5	0-5	-	-	-	-	0-5	0-5
Sian Flynn, Part-time member (5)	0-5	0-5	-	-	-	-	0-5	0-5
Laura Buckley, Part-time member (6)	0-5	0-5	-	-	-	-	0-5	0-5
Cedric Pierce, Part-time member	0-5	0-5	-	-	-	-	0-5	0-5
Neil Butterfield, Part-time member	0-5	0-5	-	-	-	-	0-5	0-5
Julian Lee (7)	0-5	-	-	-	-	-	0-5	-
Simon Ash Part-time member (8)	0-5	-	-	-	-	-	0-5	-
Dale Simon (9)	0-5	-	-	-	-	-	0-5	-
Geraldine Berg Part-time member (10)	0-5	-	-	-	-	-	0-5	-
Caroline Corby Part-time member (11)	0-5	-	-	-	-	-	0-5	-
Band of highest paid Director's remuneration							90-95	90-95
Median total remuneration							24,263	24,525
Ratio							3.8	3.8

*Amounts have been restated as revised information has been received during the year from our pension provider.

¹ The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

(1) Sir David Calvert-Smith is paid a daily rate of £785 for days worked to a maximum of 90 day per year and receives no pension entitlement.

(2) Martha Blom-Cooper received a temporary responsibility allowance (TRA) in May 2014. This was back-dated to November 2013 in recognition of her increased responsibility at a Band level above her current Band. £3K of this TRA relates to 2013-14, this was paid and disclosed in 2014-15.

(3) Miranda Biddle was appointed on 8 December 2014.

(4) Graham Bull's term ended as a Management Committee member on 2 December 2014.

(5) Sian Flynn's term ended as a Management Committee member on 29 January 2015.

(6) Laura Buckley's term ended as a Management Committee member on 26 February 2015.

(7) Julian Lee (Non-Executive Committee Member) commenced his term as a Management Committee member on 29 January 2015.

(8) Simon Ash commenced his term as a Management Committee member on 26 February 2015.

(9) Dale Simon (Non-Executive Committee Member) commenced her term as a Management Committee member on 26 February 2015.

(10) Geraldine Berg commenced her term as a Management Committee member on 26 March 2015.

(11) Caroline Corby (Non-Executive Committee Member) commenced her term as a Management Committee member on 26 March 2015.

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

'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.

There were no benefits-in-kind provided to any of the above in 2014/15 and 2013/14.

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 2014/15 was £90-95k (2013/14 £90-95k). This was 3.8 times (2013/14, 3.8 times) the median remuneration of the workforce, which was £24,263 (2013/14 £24,525). No employees received remuneration in excess of the highest paid director (2013/14 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.

Audited Pension Entitlement

• The audited pension entitlements of the Full-Time Members and Chief Executive during 2014/15 were as follows:

Name	Accrued pension at pension age as at 31/3/15 and related lump sum	Real increase in pension and related lump sum at pension age	Real increase in lump sum	CETV at 1 April 14	CETV at 31 March 15	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000	£'000
Claire Bassett *	10-15	0-2.5	-	84	109	12
Martha Blom-Cooper*	15-20 & lump sum 50-55	0-2.5	5-7.5	201	239	24
Stephanie McIntosh*	10-15	10-12.5	-	9	122	31
Miranda Biddle	0-5	0-2.5	-	-	5	5

*Amounts have been restated as revised information has been received during the year from our pension provider.

The Full-Time Members and the Chief Executive 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 6.85% of pensionable earnings for classic and 3.5% and 8.85% for premium, classic plus and nuvos. 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 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 uprated 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 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 www.civilservicepensionscheme.org.uk

New Career Average pension arrangements will be introduced from 1st April 2015 and the majority of classic, premium, classic plus and nuvos members will join the new scheme. Further details of this new scheme are available at <http://www.civilservicepensionscheme.org.uk/members/the-new-pension-scheme-alpha/>

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.

Compensation for loss of office

Karen Claxton left on Voluntary Early Departure Scheme terms on 31 March 2015. She received a compensation payment in the range £15,001 – £20,000.



Claire Bassett

Chief Executive and Accounting Officer
25 June 2015

Chair and CEO Expenses Disclosure

Chair and CEO Expenses

Claire Bassett, Chief Executive Officer – 1 April 2014 - 31 March 2015

Date	Purpose	Subs	Hotel	Meals	Travel	Total
		£	£	£	£	£
31/03/2014	Attend Open Prison Gov. Forum				118.80	118.80
19/05/2014	Chair Training	6.59			78.80	85.39
03/06/2014	Visit FFF Pilot Hearings	21.00	80.00		145.70	246.70
03/06/2014	Legal Reps Event	13.50			40.50	54.00
20/08/2014	PB Member's funeral				75.60	75.60
24/11/2014	ACE Conference	21.00	80.00		31.50	132.50
03/12/2014	HMP Ford (Hearing Visit)	4.25			77.40	81.65
29/01/2015	Observe Hearing (HMP Whatton)				115.20	115.20
26/01/2015	Visit to HMP Northumberland	14.30	166.00	27.50	80.10	287.90
25/02/2015	Observe Hearing (HMP Whatton)				119.70	119.70
09/03/2015	Members Conference	36.05			0.00	36.05
Total		116.69	326.00	27.50	883.30	1,353.49

Sir David Calvert-Smith, Chair – 1 April 2014 - 31 March 2015

Date	Purpose	Subs	Hotel	Meals	Travel	Total
		£	£	£	£	£
05/06/2014	PCF Conference/Legal Reps Event				19.50	19.50
10/06/2014	NVA Conference/Legal Rep Event				21.60	21.60
11/08/2014	Oral Hearing HMP Lewes				43.00	43.00
Total		0.00	0.00	0.00	84.10	84.10

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 2015 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 reported in the financial statements have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Opinion on Regularity

In my opinion, in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions 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 2015 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 Secretary of State directions made 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 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

July 2015

National Audit Office

157-197 Buckingham Palace Road

Victoria

London

SW1W 9SP

Statement of Comprehensive Net Expenditure

for the year ended 31 March 2015

	Notes	£000 2014/15	£000 2013/14
Expenditure			
Staff and member costs	2a	(9,795)	(8,405)
Other operating costs	3	(5,200)	(4,485)
Total comprehensive expenditure		(14,995)	(12,890)

The notes on pages 59 to 70 form part of these accounts.

All operations are continuing.

Statement of Financial Position

as at 31 March 2015

	Notes	31 March 2015 £000	31 March 2014 £000
Non Current Assets			
Property plant & equipment	4a	90	87
Intangible assets	4b	474	645
Total non-current assets		564	732
Current Assets			
Trade and other receivables	5	119	76
Cash at bank	6	1,026	900
Total current assets		1,145	976
Total assets		1,709	1,708
Current Liabilities			
Trade & other payables	7	(1,309)	(1,786)
Provisions	9	(210)	(262)
Total current liabilities		(1,519)	(2,048)
Non current assets less net current liabilities		190	(340)
Assets less liabilities		190	(340)
TAXPAYERS' EQUITY:			
General reserve		190	(340)

The notes on pages 59 to 70 form part of these accounts.



Claire Bassett

Chief Executive and Accounting Officer
25 June 2015

Statement of Cash Flows

for the year ended 31 March 2015

	Notes	2014/15 £000	2013/14 £000
Cash flows from operating activities			
Net expenditure for the year		(14,995)	(12,890)
Adjustments for:			
- Costs incurred by the Board but settled by MoJ	1d	144	151
- MoJ overhead recharges	1d and 3	2,315	858
- Depreciation, amortisation	3	260	282
- Depreciation, amortisation and write offs	3	7	-
- (Increase)/Decrease in trade receivables	5	(43)	17
- (Decrease)/Increase in trade payables	7	(477)	570
- (Decrease)/Increase in provisions		(52)	28
Net cash outflow from operating activities		(12,841)	(10,984)
Cash flows from investing activities			
Purchase of property, plant & equipment	4a	(79)	(40)
Purchase of intangible assets	4b	(20)	(13)
Net cash outflow from investing activities		(99)	(53)
Cash flows from financing activities			
Grant-in-aid received from Ministry of Justice		13,060	11,050
Capital grant-in-aid received		6	-
Net financing		13,066	11,050
Net increase in cash and cash equivalents in the year		126	13
Cash and cash equivalents at the beginning of the year		900	887
Cash and cash equivalents at the end of the year	6	1,026	900

The notes on pages 59 to 70 form part of these accounts.

Statement of Changes in Taxpayers' Equity

for the year ended 31 March 2015

	Note	General Reserve £000
Balance at 31 March 2013		491
Changes in taxpayers' equity-2013/14		
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 MoJ	1b	151
Non-cash charges: Accommodation and other services provided by the MoJ	1d	858
Balance at 31 March 2014		(340)
Changes in taxpayers' equity-2014/15		
Net expenditure for year ended 31 March 2015		(14,995)
Asset transferred from MoJ sponsor	1b	6
Grant-in-aid towards expenditure	1b	13,060
Grant-in-aid received towards expenditure-costs settled by MoJ	1c, d	144
Grant-in-aid received through soft recharge of overhead	1c, d	2,315
Balance at 31 March 2015		190

The notes on pages 59 to 70 form part of these accounts.

Notes to the Accounts

for the year ended 31 March 2015

1. Statement of Accounting Policies

a) Accounting convention

These financial statements have been prepared in accordance with the 2014-15 *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.

Without limiting the information given, the accounts meet the accounting and disclosure requirements of the Companies Act 2006 and the accounting standards issued or adopted by the Accounting Standards Board so far as those requirements are appropriate.

b) Grant-in-aid

HM Treasury's Financial Reporting Manual (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 settled by the Board. These costs 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.

d) Costs met by the Ministry of Justice

The Ministry of Justice provides the Board with accommodation, the services of serving judges, and facilities management. 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. Non-current assets are not revalued as all assets have a short life and the effect of revaluation has been shown to be immaterial.

f) Depreciation and amortisation

- Information Technology hardware and software: Depreciation 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 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.
- 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.

2. Staff and Member Costs

a)	2014/15 £000	2013/14 £000
Permanent Staff		
Salaries and wages, including overtime	2,842	2,515
Pension contributions	441	370
Social security costs	229	193
	3,512	3,078
Part-time Board members		
Fees	5,271	4,489
Social security costs	592	478
	5,863	4,967
Seconded staff		
Salaries and wages	24	9
Pension contributions	4	2
Social security costs	2	1
	30	12
Agency staff		
	390	348
Total	9,795	8,405

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.

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

	Employed	Seconded*	Agency	2014/15 Total	2013/14 Total
Management	4	-	-	4	3
Casework	87	1	7	95	76
Secretarial/administrative support	8	-	2	10	13
Total	99	1	9	109	92

* The seconded Secretariat staff are Civil Servants on loan to the Board from the MoJ and they are covered by the Principal Civil Service Pension Scheme (PCSPS).

- c) The pension entitlements and remuneration of the Chairman, the Full-Time Member, the Chief Executive and Senior Executives during 2014/15 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 Principal Civil Service Pension Scheme (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. The scheme actuary valued the scheme as at 31 March 2012. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation (<http://www.civilservicepensionscheme.org.uk>)

For 2014/15, employers' contributions of £444,875 were payable to the PCSPS (2013-14 £368,376) at one of four rates in the range 16.7% to 24.3% of pensionable earnings, based on salary bands. The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2014/15 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £7,905 were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 3% to 12.5% of pensionable earnings. Employers also match employee contributions up to 3% of pensionable earnings. In addition, employer contributions of £583, 0.8% of pensionable pay, were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service or ill health retirement of these employees.

Contributions due to the partnership pension providers at the balance sheet date were £714. Contributions prepaid at that date were £Nil.

- e) The emoluments (non-pensionable) of the highest paid part-time Board Member were £112,053 (2013/14- £74,343). Part-time members are not employees of the Board and are appointees. They are paid a fee for each service they perform for the Board.

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

	2014/15 No.	2013/14 No.
Not exceeding £5,000	50	74
5,000 - 9,999	14	20
10,000 - 14,999	26	24
15,000 - 19,999	24	36
20,000 - 24,999	18	24
25,000 - 29,999	21	26
30,000 - 34,999	24	15
35,000 - 39,999	11	11
40,000 - 44,999	4	5
45,000 - 49,999	7	5
50,000 - 54,999	2	4
55,000 - 59,999	8	3
60,000 - 64,999	3	0
65,000 - 69,999	2	1
70,000 - 74,999	3	4
75,000 - 79,999	1	0
80,000 - 84,999	1	0
85,000 - 89,999	2	0
105,000 - 109,999	1	0
110,000 - 115,000	1	0
Total	223	252

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

Exit package cost band	Total number of exit packages 2014/15	Total number of exit packages 2013/14
£10,000 - £25,000	1	2
£100,000 - £150,000	-	1
Total number of packages	1	3
Total cost £'000	20	129

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

	2014/15 £000	2013/14 £000
Travel and subsistence	811	844
Information technology costs	168	202
Casework management system	272	233
Stationery and printing	288	383
Professional fees	-	10
Recruitment costs	50	32
Miscellaneous costs	177	73
Members' training	57	71
Staff training	26	18
Audit fees		
– external audit (NAO)	22	22
– internal audit	33	29
Legal and compensation costs	456	1,241
Operating leases	121	36
Depreciation and amortisation	260	282
Costs met by the Parole Board	2,741	3,476
Costs incurred by the Parole Board but settled by the Ministry of Justice		
Accommodation and other common services	2,315	858
Serving judges	144	151
Total other operating costs incurred by the Parole Board but settled by the Ministry of Justice	2,459	1,009
Total costs	5,200	4,485

4a Property, Plant & Equipment

	Furniture £000	IT hardware £000	Total £000
Cost			
At 1 April 2014	79	401	480
Additions	-	79	79
Disposal	(78)	(160)	(238)
At 31 Mar 2015	1	320	321
Accumulated depreciation			
At 1 April 2014	75	318	393
Charge for the year	1	72	73
Depreciation on disposal	(75)	(160)	(235)
At 31 Mar 2015	1	230	231
Net book value at 31 Mar 2015	-	90	90
Net book value at 31 March 2014	4	83	87

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

4b Intangible Assets

	IT Software	Casework Management System	Total
	£000	£000	£000
Cost			
At 1 April 2014	264	1,314	1,578
Additions	20	-	20
Disposal	(164)	-	(164)
At 31 March 2015	120	1,314	1,434
Accumulated amortisation			
At 1 April 2014	231	702	933
Charge for the year	27	160	187
Amortisation on disposal	(160)	-	(160)
At 31 March 2015	98	862	960
Net book value at 31 March 2015	22	452	474
Net book value at 31 March 2014	33	612	645

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

5. Trade and Other Receivables

Amounts falling due within one year	31 March 2015 £000	31 March 2014 £000
Prepayments	13	24
Staff receivables	25	18
MoJ intra department receivables	24	34
Other government receivables	57	-
Total	119	76

6. Cash at Bank

	31 March 2015 £000	31 March 2014 £000
Balance at 1 April	900	887
Net change in cash and cash equivalent balances	126	13
Balance at 31 March	1,026	900
Total cash held in Government	1,026	900

7. Trade and Other Payables

Amounts falling due within one year	31 March 2015 £000	31 March 2014 £000
Tax and social security	253	188
Trade payables	471	376
Accrued holiday pay	45	35
Accruals	506	877
MoJ Internal audit	12	19
Shared services payroll	22	248
Shared services IT	-	43
Total	1,309	1,786

8. Intra – Government Balances

	31 March 2015 Receivables: amounts falling due within one year £'000	31 March 2015 Payables: amounts falling due within one year £'000	31 March 2014 Receivables: amounts falling due within one year £'000	31 March 2014 Payables: amounts falling due within one year £'000
Balances with other central government bodies	81	362	34	498
Balances with bodies external to government	38	947	42	1,288
Total	119	1,309	76	1,786

9. Provisions for Liabilities and Charges

	Legal claims £'000	Pay progression £'000	Photocopier lease £'000	Total £'000
Balance at 31 March 2014	197	37	28	262
Provided in the year	177	-	-	177
Provisions utilised in the year	(164)	(37)	(28)	(229)
Balance at 31 Mar 2015	210	-	-	210

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.

During 2013/14, the Board provided resources for a pay progression for staff. This resource was utilised in 2014/15. The Board has decided to account for future pay progression in the year of occurrence, hence no further requirement for a pay progression provision.

The Board cleared its remaining obligation regarding onerous photocopier lease contracts. In prior years, a provision had been required during which time the Board managed a number of related leases until it finally terminated all the leases in 2014/15.

All provisions are short term therefore no analysis of when they fall due is necessary.

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 and the services of serving judges. The Ministry of Justice provided the cost of legal representation 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 Committee members, members of the key management staff or other related parties has undertaken any material transactions with the 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 2015 £000	31 March 2014 £000
Payments due within one year	1	43
Total	1	43

There were no commitments falling due after 1 year.

12. Financial Instruments

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

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 Board is defending numerous judicial review claims for compensation where it considers liability is possible.

Were all of these claims to crystallise, the Board's best estimate of the amount payable is £145,000 (2013/14 – £234,000). 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 10.

14. Events after the Reporting Period

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

There were no key financial targets for the Parole Board.

16. Losses and Special Payments

	31 March 2015 £000	31 March 2014 £000
Compensation payments to prisoners	144	91

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.

Membership

Of the Parole Board between
1 April 2014 and 31 March 2015

Sir David Calvert-Smith

Sir David Calvert-Smith was a High Court Judge in the Queen's Bench Division from 2004 to 2012 and was a Presiding Judge of the South Eastern Circuit from 2006 to 2010. He served as the Director of Public Prosecutions from 1998 to 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, Home Secretary's Advisory Board on Restricted Patients. Chairman, IMB, HMP Full Sutton. Part-time independent member, 1987-91. Part-time independent member 2000-10. Full-time member, 1992-98. Magistrate. Member since 2009 of the Disciplinary, Admissions and Licencing Committee for ACCA (Appointed 2012).

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

Formerly a Probation Officer, also a registered Social Worker. Additional experience in further education and residential care settings. (Appointed 2012).

Pamela Baldwin

Criminal law solicitor. (Appointed 2010).

Richard Baldwin

Former Chief Officer, Hertfordshire Probation. Chair, Independent Monitoring Board, 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).

His Honour Keith Bassingthwaite

Retired Circuit Judge. Resident Judge Guildford Crown Court (2000-03). Member, Surrey Probation Committee. President, Independent Tribunal Service (now Appeals Service) for England, Scotland and Wales (1994-98). (Appointed 2004, left August 2014).

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

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

His Honour John Beashel DL

Retired Circuit 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 Medecins Sans Frontieres (Doctors without Borders) in Zimbabwe. (Appointed 2011).

Kerrie Bell

Called to the Bar in 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; Chair Administrative Justice Forum; Former Chair SE London Probation Service; Former Chair Ravensbourne NHS Trust; Solicitor (non-practising). (Appointed 2012).

His Honour Judge Peter Birts QC

Circuit Judge, Snaresbrook Crown Court (2005-10), 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 career youth justice, probation service. National safeguarding children specialist, Independent Chair Oxfordshire, Hampshire and Isle of Wight LSCBs. (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 (2002-2010). 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 (2006-07). (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. Former 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. (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, left August 2014).

Peter Coltman BA (Hons) MA

Interests in philosophy and ethics, particularly relating to criminal justice, now regularly sits and a panel member and chair at oral hearings. No other employment. (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).

Dr 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, Isleworth Crown Court (January 2013 – present) Aylesbury Crown Court (October 2011– December 2012) Inner London Crown Court (November 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 (2001-08) 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

30 years' management experience in the public, private and voluntary sectors (crime, justice and abuse) – currently working for the Board, lecturing for foreign universities and undertaking private consultancy work. (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). Recorder of the Crown Court. Judge of the First Tier Mental Health Tribunal (Restricted Patients' Panel). (Appointed 2009).

Kim Evans OBE

Chair, Clean Break theatre company, an organisation that works with women offenders. Previously worked as a senior executive at BBC and Arts Council England. (Appointed 2006).

Rick Evans

Former Senior Civil Servant. Registered practitioner Occupational Psychologist. Part-time management consultant for assessment centres, coaching and quality assurance processes. Associate of the College of Policing. (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 Practice 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-Present (Appointed 2012).

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 June 2010 until December 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 (1982-92). 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. Lay Associate, Fitness to Practice panels Medical Practitioners Tribunal Service. (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 September 2009).

Philip Geering

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

His Honour Alan Goldsack QC, DL

Designated Family Judge for South Yorkshire 1995-2000. Senior Circuit Judge, Resident Judge and Honorary Recorder of Sheffield 2000-2013. DL for South Yorkshire since 2009. Now enjoying 'retirement' on the Parole Board. (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).

Anthony Greenland 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 2005).

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, left June 2014).

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).

Professor John Gunn CBE, MD, FRCPsych, FMedSci

Emeritus Professor of Forensic Psychiatry, KCL. Member, Home Secretary's Advisory Board on Restricted Patients (1982-91). Chairman, Faculty of Forensic Psychiatry, Royal College of Psychiatrists (2000-04). (Appointed 2006).

Her Hon Judge Carol Hagen

Circuit Judge (1993). Legal Member, Mental Health Review Tribunal (2001). (Appointed 2004, left August 2014).

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

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). Financial Ombudsman. Chair of the Conduct and Competence Committee of the Nursing and Midwifery Council. (Appointed 2006).

Eliza Harris BSc (Hons), MSc, C Psychol, AFBPSS

Chartered Forensic Psychologist. Former Principal Psychologist with HM Prison Service (16 years experience). Now working in private practice providing risk assessment to the Family Court, consultancy to the Probation Service and coaching psychology services. (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), AFBPSS.

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).

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, left October 2014).

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-. 35 years in criminal law. (Appointed 2010).

Joanna Homewood CPsychol, MSc, BA, AFBPsS

Registered and Chartered Clinical Forensic Psychologist with extensive 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 Diversity and Community relations Judge in Avon and North Somerset 2009 (Appointed 2010).

Jane Horwood QPM

Retired Police Chief Superintendent; worked 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. Board of Visitors and Local Review Panel HMYOI Deebolt 1982-2002, Founder and Chair, Teesdale Community Resources (Young People's Charity) 1982 – present. (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 (2010). (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, left August 2014).

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 & 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. (Appointed 1998, reappointed 2010).

Martin King JP, BA, DMS

JP, Sussex Bench (1989-2014) now on supplemental list. (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 Clinic Regional Secure Unit. Clinical Lead – Forensic Services, Oxford Health NHS Foundation Trust (Appointed 2006).

Heidi Leavesley

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

Dr Sharon K C Leicht

British Psychological Society Chartered Clinical and Chartered Forensic Psychologist and Associate Fellow of the BPS. Currently a Consultant Psychologist in Independent Practice. Previously Consultant Psychologist with the NHS with over seventeen years experience in challenging behaviour units, community centres, and low and medium secure hospitals. Additional experience in Australia as a Consultant/Senior Psychologist in health/mental health (hospitals and community), prisons and military establishments (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 (Supplemental List). Formerly Vice Chairman Hertfordshire Police Authority and Chair Hertfordshire Probation Board. Independent member of the Parole Board 2000-2010. Parole Board appraiser and mentor 2010-12. (Reappointed 2012).

His Honour Judge Shaun Lyons CBE

Service in the Royal Navy 1961 to 1992. Called to the Bar 1975. Circuit Judge since 1992. Resident Judge Wood Green since 1995. Deputy Chairman and Chairman Lord Chancellors Middlesex Advisory Committee for Magistrates (1994 to 2006). (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 (in September 2012), Leeds Crown Court (2000-Present). (Appointed 2009, left September 2014).

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 and NED; former Chair, Buckinghamshire Healthcare NHS Trust; MPTS Interim Orders lay panellist; Lay Assessor for NHS National Clinical Assessment Service. (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 and Deputy Chair of the Staffordshire Family Panel. Fitness to Practise Panel Member 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, left November 2014).

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 1994-5. (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 John Milmo QC

Retired Circuit Judge. (Appointed 2005).

Andrew Mimmack

Formerly justices' clerk – President Justices' Clerks' Society 2004/5. 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, 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. Registrar for BPS Forensic Psychology Qualification since 2014. 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, LLM

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. Former chair Advisory Committee to the Prison Service. (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 2003 to date (Snaresbrook Crown Court). 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).

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 Mercia 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. (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 five years' operational experience in the Probation Service as a probation officer and senior probation officer, including secondment to NOMS to work on national probation change programmes. (Appointed 2010).

His Honour Judge Stephen Powles QC

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

Caroline Preston CPsychol CSci AFBPsS

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

Emma Pusill BA (Hons)

Specialist lay member of Health and Social Care chamber of the Tribunal Service, (Mental Health). Former trust Member, Avon & Somerset Probation Trust. (Appointed 2006).

Alan Rayner BSc, MBA, JP

Retired Assistant Area Commander (Operations) Fire Service. Magistrate, Ex-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, Retired April 2015).

His Honour Jeremy Roberts QC

Retired Judge at Central Criminal Court (2000 to 2011. Queen's Counsel since 1982. Member of the Press Complaints Commission 2011-2012 (Appointed 2010).

Jon Roberts MA, BSc ECON

Judge of Court of Protection and First-tier Tribunal Judge (Social Entitlement Chamber). Solicitor (Non Practising). (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 Practice Panels (2012 – ongoing). (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).

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 (1994-2003) Previously non-executive director Aneurin Bevan Healthcare Trust 2003-2014. (Appointed 2005).

His Honour John Samuels QC

Retired Circuit Judge. Chairman, Criminal Justice Alliance. President, Prisoners Education Trust. Vice-President, Unlock; and Assn of Members of Independent Monitoring Boards. Trustee, Howard League for Penal Reform. Former Chairman, Criminal Committee, Council of HM Circuit Judges. (Appointed 2005).

Kate Saward

Chartered and registered forensic psychologist. Previous clinical lead for assessments and interventions with sexual and violent offenders in NOMS Cymru. 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; (Cams. 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 CAVADINO; Family Mediator; Former University adjunct lecturer (Business and Law). (Appointed 2010).

Sajda Shah

Professional Advisor to CEO's 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).

Nigel Stone

Former 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

Chair of Practice Committees, Nursing and Midwifery Council; Chair of Fitness to Practise Panels, General Dental Council. (Appointed 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).

Rose Thompson MA, LL.M, LPC, RGN

Former lawyer for the Crown Prosecution Service leading on Hate Crime, Elder Abuse and Mental Health across the CPS in the West Midlands. Lead tutor on Mental Health Law and Learning Disability for the CPS. (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, left August 2014).

Helen Trinder

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

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).

David Watson

A former Prison Governor, on leaving HM Prison Service David 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).

Alan Whiffin

Formerly Chief Probation Officer, Bucks and Oxfordshire. (Appointed 1999, re-appointed 2012).

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 with South Staffordshire & Shropshire NHS Foundation Trust. HCPC registered and BPS Chartered, Associate Fellow BPS. Previously Regional Principal Psychologist, NOMs: Public Sector Prisons for over 8 years. Experience of working in the NHS, Prison 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 Scott Wolstenholme

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

The 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,
52 Queen Anne's Gate,
London SW1H 9AG**

Glossary

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
FFF	Fair for the Future Project
FOI	Freedom of Information
FReM	HM Treasury's Financial Reporting Manual
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
MCA	Member Case Assessment
MOJ	Ministry of Justice
NAO	National Audit Office
NDPB	Non-Departmental Public Body
NOMS	National Offender Management Service
NPS	National Probation Service
OASys	Offender Assessment System
PAC	Public Accounts Committee
PED	Parole Eligibility Date
PPCS	Public Protection Casework Section
PPF	Parole Practitioner Forum
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

