

the
Parole
Board

working with others
to protect the public

the Parole Board for England and Wales
Annual Report and Accounts
2012/13

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The Right Honourable Chris Grayling MP
Lord Chancellor and Secretary of State for Justice
Ministry of Justice
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to protect the public

10 July 2013

Dear Justice Secretary

I have pleasure in presenting to you the Parole Board's Annual Report and Accounts for 2012/13.

We have taken an innovative approach to reporting the work carried out by the Board last year, and believe that the format is more reflective of how we collaborate in partnership with other stakeholders across the parole process. We have highlighted key features that demonstrate 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 once again faced the challenge of a continuing rise in our caseload, with particular demand on oral hearings for indeterminate sentence prisoners. We have listed record numbers of cases across the year, and managed these within existing resources.

The year ahead promises to be a challenging one as we work to continue to reduce the backlog of outstanding oral hearings cases and undertake an end to end review of the parole process, in collaboration with our partner stakeholders, to ensure the process is as streamlined as possible.

The Board continues to focus on maintaining the highest standards of case management and decision making as part of our core mission of working with others to protect the public.

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

Yours sincerely



Sir David Calvert-Smith
Chairman

Mission Statement

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

Parole Board for England and Wales

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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). If the prisoner is not considered safe to release, the panel will advise the Secretary of State 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 Board has considered safe to release into the community. The Board also decides whether determinate prisoner referred by the Secretary of State following recall to prison for a breach of their licence conditions (the rules which they must observe upon release) are safe to re-release into the community.

What types of hearing does the Parole Board hold?

The 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 make a final decision on the papers, or refer the case to an oral hearing. The only exception to this is life sentence or IPP prisoners following recall, whose cases will almost always proceed to an oral hearing.

Paper hearings

Parole Board members sit in panels of one, two or three to consider cases on the papers and each member contributes to them on an equal footing. Any type of suitably accredited member can sit on these panels. 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 3 members. For life sentence prisoners they will be chaired by a judge, but most IPP cases will be chaired by an experienced and accredited

Parole Board independent member. 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.

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 Secretary of State 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 an 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 the circumstances of a case require one including, but not restricted to, the majority of cases where an indeterminate sentence prisoner is applying for release or a transfer to open conditions and also for some cases, involving both determinate and indeterminate sentences, where the Board is considering release after recall to prison.

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

Key Statistics

24,417

The number of all cases considered during the year. This is compared with 26,414 cases during 2011/12, a reduction of 8%. This was mainly due to a fall in the numbers of determinate recall cases being referred to the Board (as a result of the Legal Aid Sentencing and Punishment of Offenders Act 2012 which allowed the Secretary of State further discretion to use fixed term recalls in a greater number of cases).

4,628

The number of oral hearings that took place during the year. This is compared to 4216 in 2011/12, and has increased by 9%.

13,437

The number of determinate cases (reviews and recalls) considered at paper hearings during the year. This has reduced from 15,855 in 2011/12, a reduction of 15%.

18%

The percentage of determinate paper hearings (reviews and recalls) where release was directed.

19%

The percentage of life sentence cases considered where release was directed. This has risen from 16% in 2011/12.

16%

The percentage of IPP cases considered where release was directed. This has risen from 14% in 2011/12.

244

The number of Indeterminate Sentence Prisoners (ISPs) who were recalled during the calendar year 2012 for any reason.



Chair's Foreword

Sir David Calvert-Smith

I was excited by the prospect of chairing the Parole Board. For someone who has spent most of his working life concerned with the front and middle of the criminal justice process to be given a chance of focussing on the end of it, it was an opportunity not to be missed. I have not been disappointed.

I arrived after a period of 6 months during which my role was undertaken by the Vice-Chairman, Sir Neil Butterfield. The Board owes him thanks for that extra service, as well of course for his many years' service as a judicial member of the Board. I add, if I may, my personal thanks for his support and guidance and his decision to continue to serve as Vice Chairman. Further thanks are due to my predecessor as Chairman, Sir David Latham, who had some daunting challenges to deal with during his 3 years in office, not least because of the measures needed to increase the number of members to cope with the growing backlog of cases.

That challenge is still with us.

The efforts made to reduce the backlog of cases are still under way and have continued to be successful. In the last quarter of the year, the Board was able to prepare and list the largest number of cases ever, with just over 530 for January 2013 alone. It did so without any increase in staff. Parole Board members too have borne the increased workload with their usual fortitude and with no falling off in the quality of their work. I am very grateful for all their efforts.

However, our workload is set to increase over the next few years, predictably in the case of IPP sentences coming up for review, and very likely too as the new sentencing provisions of the Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO) start to make themselves felt.

The current financial crisis is going to see resources for all public bodies cut. Since we cannot work harder we must work smarter. We are going to have to find ways of working more effectively, subject to the overriding necessity to maintain the quality of our decisions so that the proper balance is maintained between the rights of the victims of crime and the safety of the public generally on the one hand and the rights of prisoners on the other.

A principal strand within that must be the reduction of ineffective hearings. The need to ensure that hearings take place when they are scheduled and not adjourned because of avoidable failures in the process is now an overriding one. Much work has been done to try to eliminate the waste caused by such failures but more is necessary. The "End to End Review", described later in this report is leading on much of this work, and is a collaborative approach with our partners in NOMS, looking at all parts of the process with a view to streamlining the system.

This has of course been a year of change.

A change of Ministers within the Ministry of Justice was followed shortly afterwards by a re-focus on the Transforming Justice and Transforming Rehabilitation agendas. The latter, the consultation process for which was completed in February 2013, and to which we contributed, is bound to affect our work directly and indirectly as it will dramatically alter the size, structure and provider mix delivering Probation services. We are anxious to do what we can to ensure that those changes achieve their objective of improving public safety by improving the rehabilitation of offenders.

The Legal Aid, Sentencing and Punishment Act 2012 (LASPO), came into force in December 2012. Its impact on the Board will take some time to work through. The IPP sentence, which it abolished, remains in force for those already sentenced. The numbers coming up for consideration by the Board will continue to increase until at least 2015. The introduction of automatic life sentences for certain offenders and of new extended sentences for others will take some time to affect our work.

During the year we conducted our first ever survey of prisoners, to ascertain concerns over the process which we can address. We have had more than 1000 responses. I have tried, and hope to continue, to deal directly with general concerns through the columns of "Inside Time", the publication for serving prisoners.

In January we held our first major stakeholder event for over four years. Representatives of Victims and Prisoners and prisoners' lawyers, other interest groups, as well as members of the key agencies outside the Board involved in the parole process attended. I am grateful to those who gave up time to participate and for the insights they provided. The day generated valuable material for the End to End Review. I hope we shall be able to organise a similar event in the next financial year.

Next year will be, as it will for the whole of the public service, a challenging one. While the current financial situation has certainly provided the stimulus for changes which would have been desirable in any era it will require more than simply increased efficiency and the elimination of unnecessary waste. With the team in place at Grenadier House and the support of the members on the frontline I believe we can achieve the necessary results without a decline in the service we provide to the public.



Sir David Calvert-Smith
Chairman

27 June 2013



Chief Executive's Review of the Year

Claire Bassett

This has been a year of considerable change for the Parole Board. Last year we recognised the challenge ahead of us as a result of the increasing work load and static resources and this has not changed.

Within the secretariat we have made some changes to our structure creating three clear directorates, reducing the number of directors and managers and implementing a new approach to programme and project management. These changes have given us the framework we need to improve the way we work and reduce our backlog through more effective and efficient working.

During 2012-13 we continued to hold record numbers of hearings and we have reduced our backlog of cases by 200 between October 2012 and January 2013. Much of this improvement has been driven by a focus on the older cases within the backlog and identifying ways to progress those within it. We are now in the position where there is no delay for securing a listing date for those cases deemed ready to be considered at oral hearing but there is still a backlog of cases which are taking longer than they should to conclude. This is for a variety of reasons and often linked to deferrals and obtaining reports.

During the first half of the year we carried out a major review of those hearings which are deferred and the reasons behind this. This identified some key factors leading to deferrals and as a result we have made a number of changes. For example, witness attendance at oral hearings is one of the most difficult areas to organise, and therefore in

January 2013 we took over direct responsibility for this at the Parole Board. By doing this, we plan to work much more closely with colleagues in probation and prisons, talking directly to the witnesses to secure availability and reduce non attendance.

We have also taken a closer look at engaging with our partners across the whole process, with the aim of improving the level of customer service which we offer. This included issuing a short survey to NOMS agencies, legal representatives, and others to identify good attributes of case management, areas of change and improvements to processes, and asking for suggestions on other ways to improve our service and case management, in particular to reduce deferrals.

One of the strongest messages from this survey was that good communication and customer service is fundamental to improving the way we do things. We therefore put in place an extensive training programme for our casework managers and have focused on improving the way our new single casework administration team works with stakeholders as they are often the first point of contact.

If we are to improve the proportion of our cases that are successfully concluded we need to work with our partners in the wider parole process and this has also been something we have focused on this year. The End to End Review programme was implemented with a series of work streams aimed at looking at the whole system from a variety of perspectives. This has now been endorsed

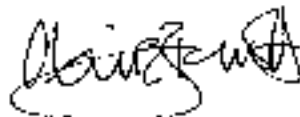
by the Generic Parole Process Board, a multi agency board which has meant that all involved, including the Public Protection Casework Section (PPCS), Probation and Ministry of Justice have all signed up to the programme. Some changes, like witness booking arrangements, have already been adopted, some will be in place soon, such as a review of the referral process, new casework handbooks, improving compliance with Parole Board Directions, and others are more long term such as more electronic working and reviewing how members are deployed across the various review types.

The use of technology is an important part of these improvements. The Parole Hub which uses video links for hearings moved from HMP Bristol into the Parole Board HQ, Grenadier House for the second phase of the pilot and the number of prisons involved has been increased to 12. The pilot will finish shortly and then be evaluated but will continue to operate from Grenadier House.

The shared electronic case management system "PPUD" completed its third development phase during this year and we are currently putting the business case for phase 4 together. Phase 3 included electronic data sharing between PPCS and the Parole Board for the first time which means the risks of losing paper and delays have been greatly reduced as well as big improvements to the efficiency of our case administration. The next phase will involve extending this to our members and to prisoners' legal representatives and will also have considerable benefits, both practical and financial, for us and those involved.

The most significant thing that has enabled us to make all these changes so quickly has been the ongoing commitment of our staff and Parole Board members. Staff engagement has improved slightly this year and we continue to work hard to improve the ways we work with and communicate with both our staff and members. The staff Employee Engagement Group has really developed this year and now takes a lead on most work in this area and we have a number of extremely successful events to show for it. The new Member Development and Practice directorate will be leading similar work to improve how we involve and communicate with our members this year.

We ask a lot of our staff and members and I continue to be extremely grateful for the commitment they show, frequently going above and beyond what is asked of them. As we move forward with our increasing workloads, a reduction in budget, and key partners facing considerable changes themselves, we will continue to rely on this and will work hard not to take it for granted.



Claire Bassett
Chief Executive and Accounting Officer
27 June 2013

The Parole Journey - in partnership

The Parole Journey - in partnership

Parole reviews are carried out in collaboration with partners across a number of agencies and follow set pathways dependent on the type of review being undertaken.

The overall process is complex and requires each partner to deliver in a precise order and at a specific time. If the process is adhered to then the review will progress well and a decision will ordinarily be issued within the agreed timeframe. However, when things do not go according to plan, there can be a serious consequences which can impact on the review.

Over the last year, all staff within the Parole Board have contributed to the parole process in some way, either directly at the frontline of case management or in the background as supporting functions, for example the HR, IT and Finance teams. We are always looking at ways to improve the system and make the experience for everyone involved as streamlined and effective as possible. A short summary of the various sections within the Secretariat are set on the next page, followed by a review of the programme of work undertaken in 2012/13.

Parole Board members, the decision makers, have considered over 24,000 cases during the year. They are mindful that some reviews, in particular oral hearings, can be stressful and traumatic for those involved and aim to be as supportive as possible, whilst delivering on their purpose – to protect the public by making rigorous risk assessments and contribute to the rehabilitation of prisoners where appropriate.

Both our members and staff work with our partners: NOMS agencies - Probation Staff, Prison Staff, Public Protection Casework Staff and practitioners – to deliver parole reviews as effectively as possible.

We have worked with legal representatives and other prisoner groups to improve the experience and to ensure that there is a clear pathway for the prisoner to present his or her case and that the process is fair, meets our statutory duties and is compliant with the European Convention on Human Rights.

The Parole Board has supported the involvement of victims, either directly at oral hearings, or through victim groups and victim liaison officers to facilitate a better understanding of parole and how victims and their families can be a part of the process.

One of the key themes emerging from our work with stakeholders and partners is that there is sometimes confusion about who does what, when and why. We are looking to address this further in the coming year, but in the meantime, we decided to use this annual report to set out the parole journey in a simplified manner by breaking it down into stages. This can be found on the next few pages. Along the journey, we have added in comments on various initiatives implemented during the year, descriptions of the stages, as well as a number of facts and statistics.

We hope that this will provide a flavour of the work we have undertaken over the year, and at the same time set out an easy to read document which will put into perspective the huge amount of energy and resource that goes into each and every parole review and the number of people involved.

THE PAROLE BOARD TEAM

BUSINESS AND SUPPORT FUNCTIONS

The Business Development

Directorate was established in 2012 to reflect the greater priority given to improving stakeholder engagement, transforming our business processes and ensuring that the Parole Board increases its profile and influence across the Criminal Justice System. It has a key role to play in using the Parole Board's skills, experience and analysis to transform the parole process.

The Member Development and

Practice Directorate was established in 2012 and is responsible for ensuring that the Parole Board has the right mix of members delivering a quality service. The section will work with members to set practice standards, provide ongoing training and support, maintain robust quality assurance systems, and ensure members are deployed in the most effective and efficient way.

The Finance section provides financial management services, including full audited accounts, to the organisation's stakeholders, notably: The Sponsor (Ministry of Justice); The Senior Management Team and Governance Committees, and the staff. A large proportion of the section's effort is given over to the collation and payment of Members' fees and expenses within the organisation's guidelines.

The Human Resources section supports all 100 staff, creating a policy framework and providing advice and guidance to managers and staff. A team of 3 specialists cover all areas of HR including learning and development, engagement, pay and pensions, recruitment and induction. In particular, the HR section has led on reviewing and implementing the staff update programme of work as well as implementing and driving change within the organisation.

The Corporate Services section provides support to the Chair and CEO, managing diary movements, minuting meetings and general secretarial support. The section manages the Corporate Diary and Governance Committees, as well as managing the overall provision of services to the organisation, being the first port of call for all office support such as Health and Safety, office deliveries, ordering stationery and communications affecting all staff.

The Information Technology section

comprises three IT specialists primarily providing remote software and hardware support for the Parole Board membership. The team also maintains an in-house network which is used to host HR and finance applications. With many ICT projects, such as the Quantum migration project, the team has been central in ensuring that they are delivered successfully.

The Performance & Statistics section

was established in 2012 and provides key management information on both performance against objectives and key performance indicators, at departmental and organisational level. The section has led on crucial work related to the analysis of deferrals, which has provided much of the evidence for the End to End Review work.

THE PAROLE BOARD TEAM

OPERATIONAL FUNCTIONS

The Administrative Section was set up in 2012 to rationalise resources to deal with the increase in referrals and also free up time for case managers to concentrate on managing oral hearings. The Admin section provides a central place for the receipt of all initial information and progression of all reviews up to the point of oral hearing. This includes the initial referrals, receipt of dossiers, preparing cases for Intensive Case Management (ICM), issuing paper decisions and notifications for oral hearings. The section is responsible for the timely despatch of all dossiers to the Parole Board Members for both paper and oral hearings.

The Reviews Section deal with 3 types of parole review: **Pre-Tariff reviews, On Tariff expiry reviews** and **Post Tariff expiry reviews**. Indeterminate sentence prisoners are not automatically entitled to a **Pre Tariff** review and are only referred to the Board for its advice on suitability for open conditions when there are positive recommendations for such a move from report writers. This review ordinarily takes place three years before tariff expiry. On Tariff cases are considered once a prisoner has completed his or her minimum term, which is the first point at which the Parole Board can consider whether the prisoner is safe to release into the community. At this stage, the Parole Board can RECOMMEND a transfer to open conditions or DIRECT release which is binding on the Secretary of State (PPCS). **Post Tariff** cases are reviews considered by the Parole Board subsequent to the on tariff expiry review. The date is set by the Secretary of State (PPCS). Legislation requires that these must occur at least every two years, whilst the prisoner is still in custody. The Parole Board can RECOMMEND a transfer to open conditions or DIRECT release which is binding on the Secretary of State (PPCS).

The Recall Section deals with all determinate and indeterminate recall cases referred by the Secretary of State. Determinate cases are reviewed on papers first and an oral hearing may either be directed by the panel or requested by the prisoner. Indeterminate cases automatically proceed to an oral hearing. Under the Board's listings prioritisation framework recall cases are the most urgent of reviews to be conducted.

The Listings Section is responsible for arranging dates and panels for all review and recall cases which are referred to an oral hearing. The Parole Board conducts hearings at all the individual penal establishments across England & Wales and on occasion will conduct hearings in Scotland and Northern Ireland for prisoners who have transferred outside England and Wales to serve their sentences elsewhere in the UK. In addition some hearings are now arranged via the Parole Hub video link facility. The section also arranges paper panel rotas for members to deal with paper recalls and duty member work. The listings section is the main point of contact for the 240+ members to ascertain availability for panel work.

The Litigation Section deals with challenges made both pre-action, where the parties attempt to resolve a legal dispute without the need to go to court, and those that land in court when the pre-action procedures fail to arrive at a mutually agreeable resolution. Any useful lessons learned from the cases we get are fed into policy and training needs. The Parole Board must also comply with its obligations under the Human Rights Act. As well as judicial reviews, the Board may be served with private law claims for damages in the County Court in respect of alleged delays in bringing reviews to a timely conclusion; and for any other alleged failure by the Board.

THE PROGRAMMES WORK AND DEVELOPMENTS 2012/2013

The Stakeholder Engagement Programme

was established to ensure a far more strategic approach to our relationships with key stakeholders. During the year we mapped the current state of engagement with the whole range of stakeholders and began working out our approach to facilitate quality relationships to achieve our business aims. Key achievements of this programme have been: issuing our first ever prisoner survey to gather views from prisoners on their views and experiences; commencing consultation with partners at a stakeholder event in January 2013 to discuss the whole parole process to identify improvements and savings; and responding to the Government's consultation on transforming rehabilitation Services. Our website continues to be hosted by Justice.gov but will be moving to Gov.uk in the next financial year. The Board has also continued its work providing specialist training, support and advice to the British Overseas Territories as they establish their Parole Boards. This programme is being continued into 2013/2014.

The End to End Review Programme began identifying and developing work streams across the parole system to look at removing current inefficiencies, duplication and/or needless steps or processes that are preventing the most effective and efficient delivery of parole reviews. This work is vital in terms of ensuring the most efficient, robust and fair process is maintained, against reduced funding and resources. It has been overseen by the Generic Parole Process (GPP) Monitoring Board, which monitors the progress and delivery of the outcomes. A substantial set of 17 initiatives has been drawn up, and the majority of these are due to be delivered by the end of the next financial year (March 2014). One key improvement implemented was the transfer of booking witnesses for oral hearings from PPCS to the Parole Board, allowing direct contact with witnesses

to secure dates more swiftly. This programme is being continued into 2013/2014.

The IT Strategy Programme of work delivered on the final stages of the PPUD DEP3 development project to deliver the remaining priority functionality in January 2013. Work was undertaken in relation to the short and long term maintenance and further development of PPUD. A business case for DEP4 has been prepared for the next phase of development. A pilot of new laptops for members was undertaken during this period, as well as scoping other alternatives to ensure the best IT support is provided to members. This programme is being continued into 2013/2014.

The Member Workload and Offer Programme set up a new team to support members, and scoped the key improvements to be achieved over the next few years. In particular it identified reviewing member workloads to ensure a fair and even distribution of work, clearer agreements of commitments for members and has already adjusted some of the fees for some of the casework. The Members' Handbook and other guidance were updated to reflect changes brought in by the LASPO Act 2012. 21 members received training as Practice Observers in January 2013; 20 members received ICM training in October 2012; 21 new members were recruited and trained in December 2012; and 4 new IPP Chairs were accredited in March 2013. This programme is being continued into 2013/2014.

The Staff Offer Programme of work was established following results from staff surveys and other requirements gathering exercises. A series of projects were identified to ensure all staff had the same terms and conditions, policies and procedures were up to date and relevant; clearer guidance on role and responsibilities across the organisation;

and development of a learning and development programme. A new appraisal process was introduced, setting out clearer guidelines for all staff. We continued to encourage staff to utilise the Civil Service Learning Gateway to access courses and development opportunities. In particular the ongoing situation for long term secondees was finally resolved. This programme is being continued into 2013/2014.

The Staff Engagement Programme of work was also established following results from the staff surveys. The Employee Engagement Group was closely involved in this work which included reviewing the Investors in People work, staff survey results and other feedback. A number of action based priorities were implemented, including a programme of short, skills based training sessions open to all staff, a staff away day and engagement in the business planning process. Staff were encouraged to take a much more active role in as many ways as possible, and in particular were involved in developing the Business Plan for 2013/14. The Equality Action Plan published in 2012 continued to provide guidance on ensuring the Parole Board meets its commitment to equal opportunity for all members and staff regardless of age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity/ paternity, race, religion or belief, sex and sexual orientation. The Board values diversity and aims to treat everyone according to their needs, with respect and courtesy and making appropriate and reasonable adjustments where required and appropriate. Sickness absence has reduced from the previous year – in 2011/12 the Board lost 1220 days to sickness, however in 2012/13 only 478 days were lost, which is a huge improvement. This programme is being continued into 2013/2014.

The Operational Recovery Programme of work comprised two projects: the operations recovery plan, which operational team leaders used to address the case backlog and to reduce it by removing blockages to cases moving on; and the analysis of deferrals project. Both of these gave team leaders what they needed to improve performance within their teams and look at restructuring opportunities, which led to the establishment of a dedicated administrative team leading on much of the early phase work of parole reviews. The Professionalising Casework Skills (PCS) project was also part of this programme and was implemented to ensure we delivered a quality service to our customers. A range of partner organisations were consulted on the PCS project and views were channelled into the development of both training and handbook guidance. The backlog of cases being worked on has reduced from the year's high point in October 2012 of 1627 down to 1323 in April 2013. Current forecasting indicates that indeterminate referrals are likely to peak in the first quarter of 2014 and so workload in this resource intensive area is set to grow. This programme has now been incorporated into business as usual.

The Governance Review Programme was established to address the overall governance and management arrangements within the Board. A programme plan was developed and work commenced on implementing a consistent approach to project management, looking at corporate support structures and taking a fresh look at the risk management process. Substantive work is not due to begin until the next financial year (13/14).

REFERRAL STAGE

GENERAL INFORMATION:

In most cases prisoners do not need to request their review. The Parole Board can only act on a case which has been referred from the Secretary of State (SofS).

All Parole reviews are referred to the Parole Board by the Secretary of State in line with the statutory requirements for the relevant review type. The Generic Parole Process (GPP) applies to all indeterminate sentenced prisoners, and encompasses a range of prison sentences including:

- Mandatory life (MLP),
- Discretionary life (DLP)
- Automatic life (ALP)
- Her Majesty’s Pleasure detainees (HMP)
- Indeterminate sentences for public protection (IPP).

In line with the GPP process the Secretary of State refers these cases to the Parole Board 26 weeks prior to the target review date.

The Public Protection Casework Section (PPCS), acting for the Secretary of State, refers all indeterminate (Life and IPP) sentence prisoners who have been recalled to prison, and these follow the GPP process.

Determinate sentence prisoners once eligible for consideration for release, receive an annual review which is currently referred to the Parole Board by the Prison, on behalf of the Secretary of State. The new Generic Parole Process for determinates (GPPd) is being launched in 2013. The process mirrors, to a large extent, the Generic Parole Process (GPPi) for indeterminate sentence

prisoners, but has been adjusted to meet the requirements of determinate sentence parole reviews. The intention is to eventually get as close as possible to having a single process, a single set of milestones and a single timetable. The GPPd applies to those determinate sentence prisoners who are eligible to be considered for release on licence by the Parole Board. They include:

- Discretionary Conditional Release prisoners (i.e. those serving a sentence of 4 years and over for a sexual or violent offence committed before April 2005) are eligible to be considered for release on licence by the Parole Board at the halfway point of their sentence;
- Extended Public Protection Sentence (EPP) prisoners sentenced before 14 July 2008 who are eligible to be considered for release on licence by the Parole Board at the halfway point of their custodial term; and
- The new Extended Determinate Sentence (EDS) which was introduced in the Legal Aid, Sentencing and Punishment of Offenders Act 2012

Determinate sentenced prisoners who have been released and subsequently recalled can be referred to the Parole Board at the discretion of PPCS, acting for the Secretary of State; others must be referred. If not released, they may be released by PPCS at any stage thereafter, or alternatively referred to the Parole Board not longer than 12 months after the end of the previous review.



AGENCY INVOLVEMENT

At this stage, most groups involved in the process commence work:

- PPCS ensure each case is referred at the appropriate date which sets in motion a process and timeframe for other agencies across NOMS to begin work.
- Prison staff notify report writers that documents will be required shortly and plan to prepare the full dossier (the prisoner's case file).
- Probation prepare to write their reports – this may include setting up dates to meet with the prisoner, talking to other agencies, for example the Victim Liaison Officer.
- The Parole Board issues a notification to the prisoner informing him/her of the review.
- The prisoner is advised to secure a legal representative to support and represent them through the process.

ACTIVITY/ INFORMATION

Automated Initial Notifications

In 2012, an enhancement was made to the Public Protection User Database (PPUD) case management system which streamlined the letter notification process for indeterminate reviews. Within 30 minutes all initial notification letters for one month (approximately 400) can now be issued with minimal resources; prior to this each letter needed to be generated and issued, each one taking at least 10 minutes.

Prisoner Guide to Parole

The Parole Board has a "quick guide to parole" for prisoners, setting out the process. This guide was placed in prison libraries and sent to stakeholders and is a useful document which can be downloaded from the website.

Juvenile Offenders

Juvenile offenders can be some of the most vulnerable individuals who go through the parole process. In most cases the review will take place at an oral hearing, unless they can be released at the paper stage. A parole guide for children and young people is available and aims to help with understanding the process. This can be downloaded from the website.

Number of referrals 2012/13:

5056 ISP review cases
376 ISP recall cases
810 determinate review cases
12577 determinate recall cases

TOTAL=18,819

Referral Stage

Dossier Stage

Listing Stage

Paper Review Stage

Oral Review Stage

Decision Stage

Post Decision Stage



DOSSIER STAGE

GENERAL INFORMATION:

The dossier is a collaborative document providing a comprehensive file of information on the prisoner to assist the Parole Board to make an assessment on whether a prisoner is safe to be released into the community or transferred to open conditions. The dossier is made up of a number of reports provided by different people involved in the process. The PPCS team provide the basic dossier to start with (the core), then the prison will add more reports (courses, key worker, assessments etc), after which the Probation staff will add their assessment reports.

The establishment where the prisoner is held is normally responsible for collating all the required documents which make up the complete final dossier.

The dossier is disclosed once all reports are finalised and the dossier has been paginated. It will be sent to the prisoner, the Secretary of State (PPCS) and the Parole Board.

The prisoner will then prepare his or her representations or instruct a legal representative on his/her behalf to do this, and these will be added to the dossier to make it complete.

Only then will the Parole Board start considering the parole review.



AGENCY INVOLVEMENT

At this stage, most groups are involved in the process:

- Most determinate sentenced prisoners' dossiers are prepared by the prison and disclosed to the prisoner for his/her representations to be added; for all other dossiers:
- PPCS prepare the reports which form the core dossier and then send it across to prison colleagues.
- Prison staff begin to collate all the mandatory reports which will be added to the core dossier to make one final document. Each page is numbered and added in an agreed order and standard. The Governor or a delegated authority must sign off the dossier.
- Probation start to pull together the information needed to write their reports and must submit them to the prison to ensure they are added to the dossier before it is signed off.
- At this stage the Parole Board awaits the full dossier but will be checking that they have the correct details for the prison contact, probation officers and legal representatives, and will make contact as necessary to secure this information. The prisoner is informed to submit representations within 28 days of receiving the dossier, and this is done, usually, via their legal representative.

ACTIVITY/ INFORMATION

Parole Board checks dossier

The dossier is the compilation of numerous reports and information about the prisoner. Once it has been received, the Parole Board check it to ensure that the mandatory reports have been provided and that it is correctly paginated. If any mandatory documents are missing, the dossier will be rejected and not progressed. Incomplete dossiers were a significant problem and cause for delay in the past, however, following the implementation of the GPP for indeterminate sentence prisoners the number of incomplete dossiers received was drastically reduced. In 2009, 88 were officially rejected (although a significant number were incomplete but not rejected, which resulted in delayed hearings). In 2013 only 36 were rejected.

Information on Dossier Review Project

In 2012, the Parole Board worked with prisons and probation to ensure dossiers contained up to date, good quality information so that panels can make fair and safe decisions. This helped to improve information on offenders' behaviour in prison and probation officers' assessments of risk of re-offending.

Victim involvement in parole reviews

Since 2007 victims or their family members have been offered the opportunity to request to attend oral hearings of the Parole Board to present a victim personal statement. This facility was introduced in response to the 2006 Victims' Code of Practice. The Parole Board has published a policy in relation to victim participation in parole hearings and for the purposes of that policy defines a victim as "Someone who was harmed or who has suffered physical or emotional damage as a result of the offence or offences."

Referral Stage

Dossier Stage

Listing Stage

Paper Review Stage

Oral Review Stage

Decision Stage

Post Decision Stage



LISTING STAGE

GENERAL INFORMATION:

All cases are listed for a paper review in the first instance.

The listings team at the Parole Board is responsible for arranging dates and panels for all review and recall cases which are referred by the SofS.

The team obtain availability from the Parole Board members at least three months in advance and set up the following paper panels:

- 3 member paper DCR panels which ordinarily are based at the Parole Board headquarters in London. There are normally two a week dealing with up to 15 cases each.
- Single member paper recall panels take place every day and can be up to twenty a week, considering anything from 10 to 18 cases on each panel.
- Single duty member panels which sit at PB headquarters to deal with queries and cases that need immediate attention, including licence variations, deferral requests and emergency recalls, as well as a number of Intensive Case Management (ICM) casework queries.
- Single ICM member panels which will be virtual panels dealing with ICM assessments of indeterminate reviews. They deal with anything from two to six cases per panel and there can be up to 40 panels a week.

The Listings Team will also arrange all oral hearing panels. The Parole Board conducts oral hearings at all the individual penal establishments across England & Wales and on occasion will conduct hearings in Scotland and Northern Ireland for prisoners who have been transferred outside England and Wales to serve their sentences elsewhere in the UK. In addition some hearings are now arranged via the Parole Hub video link facility. Oral hearings are listed on a rolling month by month basis approximately three months into the future.

Cases are listed for an oral hearing in accordance with the listing prioritisation framework and panels are then created at the prison establishment (or hub) by allocating a Judicial or IPP accredited chair first taking into account their availability and their geographical location in relation to the prison establishment and the availability of witnesses. Co-panellists are then secured using the availability provided, and any requirement for a specialist member is met.

Having sufficient members to carry out this work is essential. The Parole Board currently has just over 250 members.



AGENCY INVOLVEMENT

- At this stage it is only the Parole Board that manages this work.
- However, prisons, probation and legal representatives will often ask for details of when a case may be listed.

- Also, a significant amount of contact will be made with all witnesses when setting dates for oral hearings.

ACTIVITY/ INFORMATION

Automated Case Management System – PPUD

The development of PPUD has allowed much of this work to be automated. In particular, the issuing of indeterminate cases to ICM members for assessment used to be a manual process, requiring a lot of work gathering the documents and sending information to the members. Now, this is all done automatically on the system, freeing up time for other work to be completed.

Membership

Over the last few years the membership has grown from 160 to over 250 in 2012. This has presented a significant challenge to the panel scheduling processes, to ensure that correctly accredited members are available for the required panels at the right time. Again, PPUD has assisted in this but it is still a difficult exercise to complete each month.

Panel Composition

When creating panels, the Listing Team must ensure that there is no conflict of interest and that the correct members sit on particular panels. Whilst PPUD assists with this, the knowledge of the Listings Team is essential to ensure this work is accurate.



PAPER REVIEW STAGE

GENERAL INFORMATION:

Determinate sentence prisoner/Extended Sentence Prisoners (ESP) will normally have a review at the point he or she becomes eligible, and thereafter a yearly review. These cases are dealt with initially at a 3 member paper panel where it will be decided whether the prisoner is suitable for release, an oral hearing is required, or whether the prisoner must remain in custody.

Paper Recall
Where a prisoner has been recalled to custody and the Secretary of State has referred the case to the Parole Board, the case will be assessed by a single member paper panel which will determine suitability for release, or whether the matter should be considered at an oral hearing.

Intensive Case Management (ICM)
For most indeterminate cases, after 28 days or upon receipt of representations, cases are subject to intensive case management by a single member panel of the Parole Board who will assess the case to determine whether it should go to an oral hearing or whether a paper decision is appropriate.

Directions are instructions for the service of information or witness attendance made by Parole Board members to enable a case to be dealt with effectively. The directions which are set vary in nature but can be made at any time during the process. In all instances, directions need to be complied with to ensure a case contains all the necessary information to enable the panel to make a comprehensive risk assessment of the prisoner's suitability for release or a transfer to open conditions.



AGENCY INVOLVEMENT

- The Parole Board is the primary agency involved in this stage and manages the whole portfolio of panels and reviews.

- However, all other agencies may be asked to supply other information in order for a decision to be made. This can be at quite short notice. In particular, reliance on the Probation Advisory Team (PAT) within PPCS to provide missing or additional information and guidance on NOMS policy is essential in recall cases.

ACTIVITY / INFORMATION

Determinate Sentence Prisoner

Periodic Review: for these types of case, the panel can decide to: release; keep the offender in custody (known as a “knockback”); proceed to an oral hearing in which case the panel issues directions for that hearing.

Recalled Prisoner (Determinate): for these types of case, a Parole Board member can: direct immediate release; direct to release at a specified future date; make no direction as to release; send to oral hearing and provide directions for that hearing; adjourn (generally for more information).

Indeterminate Sentence Prisoners

Periodic Review and Recalled Prisoners- Intensive Case Management: the Parole Board makes its first formal assessment of an indeterminate case on the papers. At this stage, it is decided whether an oral hearing is necessary and, if so, what additional information is needed to reach an effective decision at the hearing.

For these types of case, a Parole Board member can: provide a negative decision (remain in custody); direct that the case should proceed to an oral hearing and provide directions for that hearing; set preliminary directions in order to be able to make a decision on the above; defer the case for a period of time.

A negative paper decision is issued when a panel has decided not to direct release (or in the case of an indeterminate sentenced prisoner, not to recommend transfer to open conditions if applicable). This is a decision taken on the papers and the prisoner has 28 days to decide if they wish to request an oral hearing. Any request for an oral hearing will be considered by the Board but may not necessarily result in an oral hearing being granted.



ORAL HEARING STAGE

GENERAL INFORMATION:

Oral hearings – A panel that hears a case will usually consist of a Panel Chair and 2 co-panellists. For lifer prisoners, the Panel Chair will be a Judge, for all other cases it can be a Judge or an independent chair. For some cases, a specialist member is required, which could be a psychologist or psychiatrist. At the hearing the panel will hear evidence from the prisoner, his or her legal representative (if they have one) and other witnesses such as the Offender Manager.

Standard Determinate Sentence recalls Oral Hearings – SDS prisoners will have their cases heard by a single Parole Board member. The panel does not determine whether the recall to custody was justified but must consider whether the prisoner should remain in prison for the protection of the public.

Most oral hearings will take place at the establishment where the offender is held.

Parole Hub

Some oral hearings are heard at our Parole Hub in London where a panel will conduct a case via video link to the prison and probation office. The panel will sit at the Parole Board headquarters, the prisoner and witnesses will be at the prison, although some witnesses may link up from a third location. Not all cases are suitable for this type of hearing, particularly where the offender has communication or psychological difficulties.

Video link

Sometimes it is more convenient for a witness for an oral hearing to participate in the hearing via a video link. The Panel Chair will make the final decision on whether it is suitable for a witness to do this. This is different from the parole hub in that the panel is usually sitting at the prison and it is only the witness(es) who will participate by video link.

Parole Hub hearings and video link require the appropriate equipment to be available at the establishment/prison and so not all locations can participate in this yet.



AGENCY INVOLVEMENT

- Once a case has proceeded to an oral hearing, a Parole Board Case Manager will manage it in preparation for an effective oral hearing. This involves securing witness availability and attendance, ensuring Directions are issued and liaising with the Panel and stakeholders relevant to the case.
- The case will now be overseen by a Panel Chair, who will be a member of the Parole Board, and will be the ultimate decision maker with regard to Directions in the lead up to and on the day of the hearing. The final decision on the case is taken by the panel as a whole.
- PPCS case managers are responsible for ensuring all Directions are complied with, or submitting variation or revocation requests, as appropriate. PPCS will also consider any request for non-disclosure of information; link with the victim liaison officer for any victim involvement, and consider whether an SofS representative should attend the oral hearing.
- Prison staff should ensure that any prison witnesses are aware of the oral hearing and are in contact with the Parole Board; they should also make arrangement to provide any prison reports requested in Directions.
- Probation staff need to make sure that they can attend the date of the oral hearing and have all their papers ready and prepared and provide any additional information requested in Directions.
- The Victim Liaison Officer will discuss the oral hearing with the victim or victim's family and provide advice on writing victim impact statements, and requesting attendance at the oral hearing.
- The legal representative will support the prisoner in the lead up to the oral hearing and provide any additional information in support of the prisoner's case, as well as notifying the Parole Board of any additional witnesses to be called. In some cases counsel is appointed to represent the prisoner.

ACTIVITY/ INFORMATION

Member Training

Members are given specific training on oral hearings. They are then initially accredited to sit on oral hearings and achieve full accreditation after an experienced member has assessed their competency.

Oral Hearing Panels

The number of oral panels created each month has been gradually increasing in recent times as a result of the implementation of the CJA2003. In 2011 the average number of panels created each month was 222; in 2012 it was 256 and for the first six months of 2013 it was 288 – with a record number of 301 panels in January. This has largely been achievable due to the increase in membership but that has, in itself, resulted in a greater logistical challenge. The introduction of PPUD has enabled parts of the process to be automated but the human touch is still required to bring together all the pieces of the puzzle which are necessary to create an effective panel.

Parole Hub

The Parole Hub was first established at HMP Bristol, as a way to utilise video conferencing technology to maximise the amount of oral hearings listed per day and to reduce the cost of the hearings. The hub is now located in two rooms at Grenadier House, with the capacity to hear upwards of 60 cases a month across more than a dozen prisons. The hub provides a link between the panel, the prison and probation offices to reduce the amount of travel time required for witnesses to attend hearings.

Witness booking for oral hearing

This year saw the transfer of this function from PPCS to the Parole Board. The Parole Board now contacts witnesses directly to secure their attendance at oral hearings. This has led to a simpler, more streamlined process and is a result of the *End to End Review Programme* of work set up in collaboration with parole partners to improve the process. It is hoped that this will reduce the number of cases deferred due to non-availability of witnesses.

Referral Stage

Dossier Stage

Listing Stage

Paper Review Stage

Oral Review Stage

Decision Stage

Post Decision Stage



DECISION STAGE

GENERAL INFORMATION:

There are a number of options that a Parole Board panel can make, and these vary depending on the type of case but broadly:

Release

The Parole Board can direct release and that decision is binding on the Secretary of State. Once release has been directed, the Secretary of State will then undertake the necessary work for the prisoner's release.

Transfer to Open

The Parole Board can recommend an indeterminate prisoner undertakes a progressive move to open conditions. It is however up to the Secretary of State to confirm this. The Secretary of State can also consider and grant a move to open conditions without a Parole Board recommendation by using his executive power.

Remain in Custody

The Parole Board can also direct that the prisoner must remain in custody ("knockback"). In their decision, the Panel may outline outstanding areas of risk which should be addressed in the prisoner's sentence plan.

Following a hearing the decision letter is issued within 14 days of any oral hearing.



AGENCY INVOLVEMENT

- The Parole Board is responsible for issuing the decision to the Secretary of State and Prisoner (often via legal representative), and also the prison for indeterminate sentence prisoners.

- The Parole Board issues decisions for determinate sentence prisoners to the prison only and they organise distribution as required.
- PPCS/prison will ensure the decision is copied to the probation staff as appropriate.

ACTIVITY/ INFORMATION

The Members

The Member Development and Practice Directorate is responsible for ensuring that the Parole Board has the right mix of members to deliver a quality service. The PB Secretariat will work with members to set practice standards, to provide ongoing training and support and to maintain robust quality assurance systems.

Recommendations - Open Conditions

For pre-tariff, on tariff and post tariff indeterminate cases, the Parole Board has the power to recommend a transfer to open conditions. A move to open conditions offers the best chance to observe a prisoner putting into practice what he/she has learned in theory during their time in closed conditions, whilst in the community. In open prisons, prisoners are trusted to spend periods of time without escort in the lead up to eventual release. The SofS does not have to follow the recommendation of the Parole Board and can make his own decision regarding a transfer to open conditions.



POST DECISION STAGE

GENERAL INFORMATION:

Recall

Upon release, offenders are given a copy of the licence that they must adhere to. If they breach a condition or behave in a manner that suggests they might be about to commit a further offence then their Offender Manager may initiate recall proceedings. This will result in a return to custody.

Sentence Planning

Following a negative decision, prisoners may have their sentence plans reviewed in order to address areas of outstanding risk that have been identified. It is the responsibility of Offender Managers and prison staff to recommend offending behaviour work that will enable offenders to work to reduce their risk.

Judicial Review/Letters Before Action There is no formal avenue of appeal against a Parole Board decision, however prisoners dissatisfied with a decision can challenge it by applying for Judicial Review (JR) in the High Court. In response the Parole Board may: concede and agree to ask the Secretary of State to re-refer the case; actively defend the decision; or allow the court to make a decision without contesting proceedings.

Risk Management Plan Implementation

The Offender Manager is responsible for developing and implementing the Risk Management Plan (RMP), which should outline how the risks posed by an offender will be safely managed in the community.

Further Reviews

- Indeterminate sentence prisoners who receive a negative decision will be entitled to a further review within 2 years.
- Determinate sentence prisoners who receive a negative decision will receive a further review within one year's time, unless they have less than 13 months remaining on their sentence.
- Recall prisoners are entitled to a further review of their case within 12 months after receiving a negative decision.



AGENCY INVOLVEMENT

- After a decision has been made the Parole Board will only get involved if there is a material change of circumstances and the SofS refers the case back to the Board; or where JR proceedings/legal action is being pursued.
- PPCS (on behalf of the SofS) will then process the decision as appropriate. This can include putting in motion sentence planning arrangements;

considering the recommendation of transfer to open conditions (if applicable); preparing arrangements for the release of the prisoner; setting the next review date (if applicable).

- The prison and probation authorities must comply with instructions issued by PPCS on the outcome of the decision.
- The legal representative will discuss the decision with the prisoner and explain what it means.
- The victim liaison officer will ensure that victims and their families are kept informed of the outcome.

ACTIVITY/ INFORMATION

Review Committee

Part of our quality assurance process includes having a committee, chaired by a former High Court Judge, which reviews decisions when there has been a serious further offence after release. Feedback is given to the relevant member(s) who made the decision, and any general learning is also used for training and practice guidance.

Joint Review Panel

The Review Committee may refer cases to the JRP, which consists of senior representatives from the Parole Board, Probation, Prison and Police authorities, where a serious offence has occurred after release and where there are likely to be lessons for more than one agency regarding the assessment and management of the offender.

Transforming Rehabilitation Services

The Probation Service plays a vital role in the parole process. The Government's proposed reforms will create challenges but could achieve improvements through the creation of a dedicated Public Protection Service but may create new challenges with the creation of a complex market of private and third

sector providers working with some offenders. We outlined our opinion on the potential benefits and risks to prisoners, the public and the parole system in our response to the consultation.

Legal Considerations

As a public body, the Parole Board's decisions can be challenged on application for judicial review in the Administrative Court. A 'decision' for this purpose may not necessarily be a final decision of a panel not to release someone; an application for judicial review may also be brought in one or any of the following examples:

- an administrative decision
- Reasons for a panel's decision
- Case management directions
- Refusals to grant an oral hearing
- Judicial listing decisions
- Setting of licence conditions
- Applying the correct test for release
- The removal of material from a dossier
- Decisions regarding the running of a hearing.

The Parole Board must also comply with its obligations under the Human Rights Act. As well as judicial reviews, the Board may be served with private law claims for damages in the County Court in respect of alleged delays in bringing reviews to a timely conclusion; and for any other alleged failure by the Board.

Referral
Stage

Dossier
Stage

Listing
Stage

Paper Review
Stage

Oral Review
Stage

Decision
Stage

Post Decision
Stage



The year ahead

In the preceding pages we have heard from the Chairman and CEO, and set out the parole journey which has given an overview of the huge amount of change that the Parole Board has gone through in the last year.

The story continues as we embark on the next set of aims and goals. A detailed business plan for 2013/14 has been published which sets out our priorities and objectives for the year ahead. We have identified a new set of top level key performance indicators to evidence the progress we make, which we believe are meaningful and challenge us appropriately.

We will continue seven of the existing programmes, comprising of over 60 projects all aimed at delivering our business priorities and improving the process. In particular, there are a number of work streams set up under the End to End Review Programme to look specifically at the parole process and implement improvements or remove tasks or stages that add no value or duplicate effort. This programme is being managed in partnership with colleagues in NOMS.

We are investing resources in developing the case management system and hope that we can bring more parole partners onto the system so that we have one shared information database resource. This is of course dependent on securing funding during times of austerity.

When considering how we deliver in the year ahead we need to factor in any decisions from Judicial Reviews that may impact on us. The most significant pair of cases involving the Parole Board in the reporting year were those of Sturnham and Faulkner. The debate about a) when the Board should be liable for damages for delay, and b) if liable how much it is required to pay in damages were heard in the Supreme Court in November 2012 and the Justices' decisions were received in May 2013. While damages in each case were awarded against the Secretary of State, the underlying principles will guide all public bodies, including the Parole Board, that bear responsibility for unfairly delaying prisoners' reviews in the future.

In Faulkner the Board successfully argued that when assessing damages, courts should look for guidance to judgments in the European Court of Human Rights rather than domestic courts. As a result, the £10,000 damages awarded by the Court of Appeal were reduced to £6,500. Full damages will only be awarded where the Board directs the prisoner's release and it can be established that he would probably have been released had the Board completed the review on time. However, in Sturnham it was decided that even where the prisoner is not released, if his review was delayed unduly he can normally claim damages at a more modest level for the frustration and anxiety that he suffered as a result.

Of equal interest are the three cases of Booth, Osborn and Reilly which concern the issue of when the Board is required to hold a full oral hearing. These appeals were heard in the Supreme Court in April 2013. We expect the judgments, which will determine what common law fairness and prisoners' human rights require of the Parole Board in this contentious area, to be handed down later in the year.

The Parole Board has, for the first time, published a document setting out its strategy for dealing with litigation. It sets out changes in the way we will deal with judicial reviews, and clarifies how we deal with litigation as a whole. This is available on the website, along with other useful information for practitioners, victims and offenders and their families.

The Government has now published its proposals for transforming rehabilitation services and we have yet to see how this will impact on the Parole Board, but however the final structure ends up there will be changes and adaptations required from the Board.

There is therefore still a huge agenda of change ahead of us but we have the right structures in place to achieve the objectives we have set ourselves. We look forward to working with all partners across the parole process in 2013/2014.

Chair and CEO Expenses disclosure

Sir David Calvert-Smith, Chair – 1 April 2012 – 31 March 2013

| Date | Purpose of Expense | Travel | Accom | Subs | PIE | Entertainment | Total |
|--------------|----------------------------|--------------|-------------|-------------|-------------|---------------|--------------|
| | | £ | £ | £ | £ | £ | £ |
| 14/11 | Attend parole oral hearing | 24.80 | | | | | 24.80 |
| Total | | 24.80 | 0.00 | 0.00 | 0.00 | 0.00 | 24.80 |

Claire Bassett, Chief Executive Officer – 1 April 2012 – 31 March 2013

| Date | Purpose of Expense | Travel | Accom | Subs | PIE | Entertainment | Total |
|--------------|------------------------------------|---------------|---------------|--------------|--------------|---------------|---------------|
| | | £ | £ | £ | £ | £ | £ |
| 26/4 | ACE conference | 17.50 | | | | | 17.50 |
| 09/05 | Visit to Leicester Probation Trust | 99.70 | | | | | 99.70 |
| 22/5 | Decision Making Meeting | 4.25 | | | | | 4.25 |
| 16/4 | Member L&D Event | 84.60 | | | 10.00 | | 94.60 |
| 17/09 | Attend parole oral hearing | 167.50 | 79.00 | 16.75 | 5.00 | | 268.25 |
| 28/09 | ET hearing lunch with HR Team | | | | | 27.50 | 27.50 |
| 14/11 | Visit to HMP Grendon | 39.60 | | | | | 39.60 |
| 29/11 | ACE conference | 30.60 | | | 5.00 | | 35.60 |
| 06/12 | New Member Training | 52.20 | | | | | 52.20 |
| 06/03 | ACE conference | | 100.00 | 21.00 | 5.00 | | 126.00 |
| 21/03 | Attend oral hearing training | 54.00 | | 4.25 | | | 58.25 |
| Total | | 549.95 | 179.00 | 42.00 | 25.00 | 27.50 | 823.45 |

Statistics



Determinate sentence statistics

Statistics have been produced by the Parole Board unless stated otherwise

Summary of determinate pre-release sentence cases* considered at 3 member paper hearings 2006/07 – 2012/13

| England and Wales hearings | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 |
|--------------------------------------------------------------|---------|---------|---------|---------|---------|---------|------------|
| Cases considered | 6,923 | 6,012 | 2,893 | 1,656 | 1,274 | 718 | 660 |
| Released | 2,478 | 2,157 | 682 | 296 | 244 | 158 | 140 |
| Percentage of cases considered recommended for parole | 36% | 36% | 24% | 18% | 19% | 22% | 21% |

*includes DCR, EPP and Deport cases

Summary of extended sentence annual review cases considered at 3 member paper hearings 2008/09 – 2012/13

| England and Wales hearings | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 |
|---------------------------------------------------------------|---------|---------|---------|---------|------------|
| Cases considered | 77 | 100 | 269 | 272 | 200 |
| Release directed | 5 | 4 | 11 | 27 | 25 |
| Percentage of cases where release directed | 6% | 4% | 4% | 10% | 13% |
| Proceed to oral hearing | 13 | 0 | 11 | 20 | 24 |
| Percentage of cases proceeding to oral hearing | 17% | 0% | 4% | 7% | 12% |
| Release not directed | 52 | 86 | 226 | 217 | 137 |
| Percentage of cases where release not directed | 68% | 86% | 84% | 80% | 69% |
| Deferred for further consideration | 7 | 10 | 21 | 8 | 14 |
| Percentage of cases deferred for further consideration | 9% | 10% | 8% | 3% | 7% |

Summary of determinate recall cases* considered at single member paper hearings 2008/9 – 2012/13

| England and Wales hearings | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 |
|-----------------------------------------------|--------------|---------------|---------------|---------------|---------------|
| Immediate release directed | 208 | 670 | 642 | 697 | 895 |
| Release at a specified future date directed | 204 | 984 | 1095 | 776 | 1,323 |
| No direction for release or oral hearing made | 4,700 | 10,589 | 12,251 | 13,155 | 9,881 |
| Send to Oral Hearing | 91 | 145 | 171 | 349 | 478 |
| Total Decisions | 5,203 | 12,388 | 14,159 | 14,977 | 12,577 |

* includes SDS and ESP initial recalls and subsequent reviews - however not ESP annual reviews

Total Determinate cases (reviews and recalls) considered at all paper hearings

| Year | 2012-13 |
|-------------------------------------------------------|---------------|
| Cases considered | 13,437 |
| Release directed | 2,383 |
| Percentage of cases considered where release directed | 18% |

*includes DCR, EPP and Deport cases

Summary of determinate pre-release cases considered at oral hearings 2006/07 – 2012/13

| England and Wales oral hearings | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 |
|-------------------------------------------------------|---------|---------|---------|---------|---------|---------|------------|
| Cases considered | 10 | 36 | 43 | 26 | 36 | 24 | 51* |
| Release directed | 3 | 16 | 13 | 13 | 19 | 9 | 25 |
| Percentage of cases where release directed | 30% | 44% | 30% | 50% | 53% | 38% | 49% |
| Release not directed | 7 | 20 | 30 | 13 | 6 | 4 | 10 |
| Percentage of cases where release not directed | 70% | 56% | 70% | 50% | 17% | 17% | 20% |

*3 of these hearings related to juvenile offenders

Summary of extended sentence cases considered at oral hearings 2007/08 – 2012/13*

| England and Wales oral hearings | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 |
|----------------------------------------------------------|---------|---------|---------|---------|---------|------------|
| Cases considered | 360 | 385 | 367 | 200 | 173 | 213 |
| Release directed | 81 | 99 | 114 | 72 | 76 | 83 |
| Percentage of cases where release directed | 22% | 26% | 31% | 36% | 44% | 39% |
| Release not directed | 194 | 210 | 164 | 85 | 56 | 61 |
| Percentage of cases where release not directed | 54% | 55% | 45% | 43% | 32% | 29% |
| Adjourned / Deferred | 85 | 76 | 89 | 43 | 41 | 69 |
| Percentage of cases adjourned/deferred at hearing | 24% | 20% | 24% | 22% | 24% | 32% |

*Includes ESP hearings following an initial recall, subsequent reviews and annual reviews

Summary of standard determinate sentence recall cases considered by oral hearing 2007/08 – 2012/13

| England and Wales oral hearings | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 |
|--------------------------------------------------------------------------|---------|---------|---------|---------|---------|------------|
| Total Cases considered | 459 | 422 | 348 | 379 | 512 | 656 |
| Immediate release directed | - | 15 | 28 | 78 | 76 | 126 |
| Release at a specified future date directed | - | 15 | 92 | 132 | 180 | 195 |
| Percentage of cases where release directed | - | 7% | 34% | 55% | 50% | 49% |
| Make no direction as to release | - | 14 | 103 | 169 | 168 | 186 |
| Percentage of cases where no recommendation as to release is made | - | 3% | 30% | 45% | 33% | 28% |

*Includes ESP hearings following an initial recall, subsequent reviews and annual reviews

Indeterminate sentence statistics

Statistics have been produced by the Parole Board unless stated otherwise

Summary of on/post tariff review and recall mandatory, discretionary and automatic life sentence prisoners, Her Majesty's pleasure detainees considered 2005/06 – 2012/13

| England and Wales oral hearings | 2005/06# | 2006/07# | 2007/08# | 2008/09# | 2009/10 | 2010/11 | 2011/12 | 2012-13 |
|---------------------------------------------------------------|----------|----------|----------|----------|---------|---------|---------|--------------|
| Cases considered by oral hearing | 1,195 | 1,421 | 1,423 | 1,272 | 1,075 | 1,432 | 1,253 | 1,473 |
| Cases considered by paper hearing | | | | | 455 | 720 | 694 | 858 |
| Total cases considered | 1,195 | 1,421 | 1,423 | 1,272 | 1,530 | 2,152 | 1,947 | 2,331 |
| Release directed | 270 | 207 | 207 | 194 | 172 | 330 | 311 | 454 |
| Percentage of cases where release directed | 23% | 15% | 15% | 15% | 11% | 15% | 16% | 19% |
| Release not directed | 723 | 830 | 937 | 852 | 1,171 | 1,550 | 1,326 | 1,502 |
| Percentage of cases where release not directed | 61% | 58% | 66% | 67% | 77% | 72% | 68% | 64% |
| Adjourned / Deferred at hearing | 202 | 384 | 270 | 226 | 187 | 272 | 310 | 375 |
| Percentage of cases adjourned/deferred at oral hearing | 17% | 27% | 19% | 18% | 17% | 19% | 25% | 25% |
| Transfer to Category D recommended | 175 | 169 | 241 | 295 | 250 | 464 | 357 | 389 |

Includes Pre-Tariff cases

Summary of pre-tariff mandatory, discretionary and automatic life sentence prisoners, Her Majesty's pleasure detainees considered by oral hearing 2009/10 – 2012/13

| | 2009/10 | 2010/11 | 2011/12 | 2012-13 |
|-------------------------------------------------------------------------|---------|---------|---------|------------|
| Cases considered by oral hearing | 95 | 175 | 161 | 141 |
| Transfer to Category D recommended | 61 | 122 | 106 | 100 |
| Percentage of cases where transfer to Category D recommended | 64% | 70% | 66% | 71% |
| Transfer to Category D not recommended | 30 | 37 | 25 | 19 |
| Percentage of cases where transfer to Category D not recommended | 32% | 21% | 16% | 13% |
| Adjourned / Deferred at oral hearing | 4 | 16 | 30 | 22 |
| Percentage of cases adjourned/deferred at hearing | 4% | 9% | 19% | 16% |

Summary of pre-tariff mandatory, discretionary and automatic life sentence prisoners, Her Majesty's pleasure detainees considered by paper hearing 2008/09 – 2012/13

| England and Wales IPP and life sentence prisoners | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 |
|---------------------------------------------------------------------|---------|---------|---------|---------|------------|
| Cases considered | 445 | 385 | 383 | 167 | 145 |
| Proceed to oral hearing | 118 | 129 | 146 | 143 | 135 |
| Percentage of cases proceeding to oral hearing | 27% | 34% | 38.1% | 86% | 93% |
| Remain in closed recommended | 300 | 238 | 236 | 24 | 10 |
| Percentage of cases where release not directed | 67% | 62% | 61.6% | 14% | 7% |
| Deferred for further consideration | 27 | 18 | - | - | - |
| Transfer to Category D recommended | - | - | 1 | 0 | 0 |
| Percentage of cases where transfer to Category D recommended | 0% | 0% | 0.3% | 0% | 0% |

*Life sentence licensees recalled to prison 2008/09 – 2012

| Reasons for recall | 2008/09 | 2009/10 | 2010/11 | 2011 | 2012 |
|----------------------------|---------|---------|---------|------|------------|
| Deterioration of behaviour | 35 | 46 | 69 | 70 | 83 |
| Further charge | 31 | 23 | 28 | 28 | 23 |
| Out of touch | 13 | 4 | 3 | 8 | 7 |
| Failure to reside | 3 | 10 | 9 | 10 | 5 |
| Risk of harm | 2 | 0 | n/a | n/a | n/a |
| New violent offence | 1 | 2 | n/a | n/a | n/a |
| Other | 4 | 5 | 2 | n/a | 4 |
| Total number recalled | 89 | 90 | 111 | 116 | 122 |

*Source - Public Protection Casework Section

Summary of on/post tariff review and recall IPP and DPP cases considered 2006/07 – 2012/13

| England and Wales oral hearings | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 |
|---------------------------------------------------------------|---------|---------|---------|---------|---------|---------|--------------|
| Cases considered by oral hearing | 74 | 253 | 556 | 1,007 | 1,292 | 1,786 | 2,020 |
| Cases considered by paper hearing | | | | 425 | 969 | 1,038 | 1,214 |
| Total cases considered | 74 | 253 | 556 | 1,432 | 2,261 | 2,824 | 3,234 |
| Release directed | 6 | 17 | 43 | 68 | 140 | 395 | 511 |
| Percentage of cases where release directed | 8% | 7% | 8% | 5% | 6% | 14% | 16% |
| Release not directed | 44 | 192 | 390 | 1,197 | 1,901 | 1,993 | 2,184 |
| Percentage of cases where release not directed | 59% | 76% | 70% | 83% | 84% | 71% | 68% |
| Adjourned / Deferred at hearing | 24 | 44 | 123 | 167 | 220 | 437 | 539 |
| Percentage of cases adjourned/deferred at oral hearing | 32% | 17% | 22% | 17% | 17% | 24% | 27% |
| Transfer to Category D recommended | 2 | 21 | 105 | 320 | 542 | 576 | 628 |

Summary of pre-tariff IPP prisoners considered by oral hearing 2009/10 – 2012/13

| England and Wales oral hearings | 2009/10 | 2010/11 | 2011/12 | 2012/13 |
|---------------------------------------------------------------------|---------|---------|---------|------------|
| Cases considered by oral hearing | 15 | 138 | 90 | 74 |
| Transfer to Category D recommended | 5 | 68 | 51 | 34 |
| Percentage of cases where transfer to Category D recommended | 33% | 49% | 57% | 46% |
| Transfer to Category D not recommended | 9 | 49 | 24 | 21 |
| | 60% | 36% | 27% | 28% |
| Adjourned/Deferred at hearing | 1 | 21 | 15 | 19 |
| Percentage of cases adjourned/deferred at oral hearing | 7% | 15% | 17% | 26% |

***IPP licensees recalled to prison 2012**

| Reasons for recall | 2012 |
|------------------------------|------------|
| Deterioration of behaviour | 79 |
| Further charge | 19 |
| Out of touch | 4 |
| Failure to reside | 18 |
| Risk of harm | n/a |
| New violent offence | n/a |
| Other | 2 |
| Total number recalled | 122 |

*Source - Public Protection Casework Section

Intensive Case Management - summary of Lifer and IPP cases considered 2007/08 – 2012/13

| England and Wales cases | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 |
|---------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|--------------|
| Number of cases considered | 1,066 | 3,145 | 2,972 | 3,878 | 4,646 | 4,927 |
| Cases referred to oral hearing | 817 | 2,321 | 1,835 | 2,015 | 2,483 | 2,972 |
| Percentage of cases referred to an oral hearing | 77% | 74% | 62% | 52% | 53% | 60% |
| Negative paper decisions accepted by prisoner | 112 | 319 | 641 | 358 | 364 | 370 |
| Negative paper decisions - no response received from prisoner | - | - | - | - | - | 1,300 |
| Negative paper decisions - request for oral hearing refused | 0 | 5 | 239 | 437 | 363 | 402 |
| Percentage of negative decisions accepted by prisoner /oral hearing refused | 11% | 10% | 22% | 9% | 16% | 42%* |
| Negative paper decisions - request for oral hearing considered and referred to oral hearing | 132 | 420 | 174 | 989 | 205 | 141 |
| Percentage of negative decisions where a request for oral hearing was granted | 100% | 99% | 42% | 69% | 36% | 26% |

*this total now includes those cases where no reply was received from the prisoner

Summary of pre-tariff mandatory, discretionary and automatic life sentence prisoners, Her Majesty's pleasure detainees considered by paper hearing 2008/09 – 2012/13

| England and Wales IPP and life sentence prisoners | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 |
|---------------------------------------------------------------------|---------|---------|---------|---------|------------|
| Cases considered | 445 | 385 | 383 | 167 | 145 |
| Proceed to oral hearing | 118 | 129 | 146 | 143 | 135 |
| Percentage of cases proceeding to oral hearing | 27% | 34% | 38.1% | 86% | 93% |
| Remain in closed recommended | 300 | 238 | 236 | 24 | 10 |
| Percentage of cases where release not directed | 67% | 62% | 61.6% | 14% | 7% |
| Deferred for further consideration | 27 | 18 | - | - | - |
| Transfer to Category D recommended | - | - | 1 | 0 | 0 |
| Percentage of cases where transfer to Category D recommended | 0% | 0% | 0.3% | 0% | 0% |

Challenges, Complaints and Requests for Information

received by the Board 2008/9 – 2012/13

Challenges, Claims and Requests 2008/09 – 2012/13

| | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 |
|----------------------------------------------------------------------------|---------|---------|---------|---------|------------|
| Challenges/enquiries/information requests | 995 | 724 | 701 | 681 | 592 |
| Judicial Reviews | - | 182 | 182 | 95 | 102 |
| Private Law Claims | - | - | - | 19 | 1 |
| Pre-action claims for damages | - | - | - | 52 | 38 |
| Requests for non-standard licence conditions to be inserted/varied/removed | 1,473 | 1,267 | 699 | 427 | 319 |

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

FOI requests and Complaints 2008/09 – 2012/13

| | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 |
|----------------------------------------------------|---------|---------|---------|---------|-----------|
| Freedom of Information requests | 11 | 40 | 33 | 35 | 19 |
| Complaints about the service provided by the Board | 74 | 129 | 81 | 48 | 39 |

Total cases considered by the Parole Board 2004/05 – 2012/13

*Source - Public Protection Casework Section

| | 2004/05 | 2005/06 | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | % change from 2011/12 |
|----------------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------------|
| Determinate pre-release paper hearings | 7,297 | 7,528 | 6,923 | 6,012 | 2,893 | 1,792 | 1,381 | 878* | 660 | -2% |
| ESP Annual Review paper hearings | - | - | - | - | - | - | - | - | 200 | |
| Indeterminate paper hearings (ICM and pre-tariff) | 273 | 249 | 283 | 1463 | 3675 | 3,913 | 4,759 | 4,965 | 5,163 | 4% |
| Oral Hearings - Lifers (3 member) | 1,341 | 1,195 | 1,421 | 1,423 | 1,272 | 1,170 | 1,607 | 1,549 | 1,614 | 4% |
| Oral Hearings – IPP (3 member) | - | - | 74 | 253 | 556 | 1,022 | 1,430 | 1,957 | 2,094 | 7% |
| Oral Hearings – Determinate pre-release (3 member) | - | - | 10 | 36 | 122 | 67 | 47 | 25 | 51 | 104% |
| Oral Hearings – ESP recall (3 Member) | - | 317 | 326 | 360 | 462 | 662 | 588 | 586 | 213 | n/a** |
| Oral Hearings - SDS recall (single member) | - | - | - | 459 | 422 | 348 | 460 | 512 | 656 | 28% |
| SDS (sifts, oral hearing refused) | - | 388 | 674 | 889 | 1086 | 1598 | 1,301 | 928 | 1,120 | 31% |
| ESP (sifts, oral hearing refused) | - | - | - | - | - | - | - | - | 69 | n/a |
| Recalls (single member paper panels) | 9,320 | 9,296 | 14,669 | 19,060 | 17,184 | 13,423 | 14,159 | 14,977 | 12,577 | -16% |
| Total cases considered | 18,583 | 19,402 | 25,436 | 31,172 | 28,596 | 24,204 | 25,732 | 26,414 | 24,417 | -8% |
| Total oral hearings | 1,341 | 1,583 | 2,505 | 2,531 | 2757 | 2,974 | 3,732 | 4,216 | 4,628 | 9% |

*inc. ESP AR and DCR cases combined

**previous stats include paper hearings and sifts

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 Board as an Executive Non-Departmental Public Body from 1 July 1996. Under the provisions of the Crime (Sentences) Act 1997 and the Criminal Justice Act 2003 the Board's work now concentrates on violent and sexual offenders.

The Parole Board:

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

The 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 & those serving extended public protection sentences**
reviews based on a dossier of papers presented to the Board by the Prison Service on behalf of the Secretary of State, are considered by panels of three Board members. If the panel considers that the case is suitable for an oral hearing, the case is referred to a panel of up to three Board members.
- **Life sentence prisoners, and those serving indeterminate sentences for public protection**
reviews based on a dossier of papers presented to the Board by the Public Protection Casework Section (PCCS) on behalf of the Secretary of State. These are initially considered on paper by a single member who is experienced in such cases. If the decision of the single member is that the case is unlikely to end in release or a progressive move to open conditions 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. If the single member considers that the case is likely to be suitable for release, or a progressive move to open conditions, or requires an oral hearing for any other purpose, the case is referred to an oral panel of up to three Board members.
- **Determinate sentence prisoners and life sentence prisoners recalled to custody**
The 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.

Review of objectives

| Type of case | | |
|-------------------------------------|----------------------|----------------------|
| | Actual Cases Handled | Actual Cases Handled |
| | 2012/13 | 2011/12 |
| Determinate paper hearing reviews | 14,626 | 17,233 |
| Indeterminate paper hearing reviews | 5,163 | 4,965 |
| Determinate oral hearing reviews | 920 | 710 |
| Indeterminate oral hearing reviews | 3,708 | 3,506 |
| Total | 24,417 | 26,414 |

Determinate paper hearing reviews

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

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

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

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

Indeterminate paper hearings

These are Intensive Case Management (ICM) reviews by single member panels of all Life Sentence

prisoners and those serving indeterminate sentences for public protection, and include pre-tariff, on-tariff and post-tariff cases, as well as indeterminate sentence prisoners recalled to custody.

Intensive Case Management was formally incorporated into the Parole Board Rules to improve the oral hearing process. During 2012/13, 2,072 (1,786 in 2011/12) cases were concluded on the papers without the need for a three member oral hearing. The increase in ICM reviews is due to the increase in cases referred to the Board for indeterminate sentence prisoners.

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 three member panels considering determinate pre-release reviews or extended sentence hearings of recalled prisoners; and single member panels considering standard determinate sentence recalled prisoners.

These have increased since last year but still form a relatively small part of the caseload.

Indeterminate oral hearing reviews

These are cases heard by three member panels where either the ICM single member panel 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 Board to increase the number of cases considered and reduce the backlog. This was against the background of the continuing significant rise of IPP 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.

Risk management

The 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.

Sickness absence data

The number of days' sick absence taken as an average per employee by staff working at the Parole Board from April 2012 to March 2013 was 5 days (13 in 2011/12). Sickness absence has reduced significantly from the previous year. In 2011/12 the Board lost 1,220 days to sickness; however in 2012/13 only 478 days were lost, which is a huge improvement. Of these, 74% were short-term absences (e.g. seasonal colds) and 26% were long-term absences of more than 20 days. The long-term absences largely related to on-going serious health issues. We are actively managing all absences by putting support in place for those whose situation requires it, and reaching agreements on departure with those for whom this is the best course of action. As a caring employer which is also committed to good service to stakeholders, we continue to balance the needs of staff members who must be absent from work for genuine reasons, with the effects such absences have on remaining staff and delivery of our services.

Basis for preparing the accounts

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

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 2013/14 in its estimates. The Board's accounts are therefore prepared on a going concern basis.

Funding

The Board's sponsor is the Corporate Performance 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 £10,205,000 (2011/12- £10,167,000). In addition, the MoJ met costs of £1,794,000 for the Board (2011/12- £3,331,000) and these amounts have been treated as grant-in-aid. All grant-in-aid is credited directly to reserves in accordance with the FRM. This provided total funding of £11,999,000 which was a reduction of £1,499,000 from 2011/12 which was £13,498,000.

The Board also received a capital asset transfer of £318,000 from another MoJ body which was credited to reserves. The Board's cash at bank as at 31 March 2013 was £887,000. 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.

Financial performance

The total net expenditure by the Board was £12,451,000 (2011/12 £13,719,000). Expenditure on operating costs was reduced by 25% as the Board reduced its use of serving judges, reduced the cost of legal claims, received a reduced accommodation charge from its sponsor, and dramatically cut postage costs through bringing them in house. The overall cost of members fees increased by 9% as a result of the increase in the throughput of cases. There was no significant change in members' fees per case in 2012/13 or in the preceding year. As grant-in-aid is credited to reserves rather than recognised as income, the Board's financial statements reflect the expenditure to be financed by grant-in-aid.

The Statement of Financial Position shows total reserves of £491,000 as at 31 March 2013.

Unit costs

The estimated unit costs to the Board for processing each category of case are as shown in the table below. These costs include all costs born by the Board together with costs born by MoJ on the Board's behalf. The decrease in cost per case is due to a number of factors, including expenditure and efficiency savings brought about by changes to the administrative casework support functions across the organisation. This should be considered against the fact that although the overall number of cases considered has decreased from last year, the number of more costly cases heard at oral hearings has gone up.

| Unit costs | | |
|---------------------------------------------------------------------------------------------------------------------------|-----------------|------------------|
| | 2012/13 | 2011/12 restated |
| 3 member paper hearings – (determinate pre-release and ESP annual review cases) | £591 per case | £605 per case |
| Single member paper hearings – (recalled determinate sentence prisoners) | £64 per case | £72 per case |
| Single member paper hearings – (lifers and IPP prisoners - ICM assessments) | £338 per case | £397 per case |
| Oral hearings – single member panels for the hearing of representations against recall for determinate sentence prisoners | £489 per case | £830 per case |
| 3 member oral hearings – (Lifer, IPP and ESP cases) | £2,139 per case | £2,413 per case |

Non-current assets

The main addition to non-current assets was the new phase (DEP3) of the Casework Management System that went live in late January 2013. The Board also purchased video conferencing equipment as part of the move to work more efficiently on hearings.

Payment performance

The Board's policy, in line with Government requirements, is to pay a minimum of 90% of its creditors within 10 days, with a target of achieving a 100% payment rate within 30 days. During 2012/13 86% (93% in 2011/12) of all invoices were paid within the target period of 10 days and 99% were paid within 30 days.

Audit

Internal audit services are provided by the Ministry of Justice Internal Audit Division and in 2012/13 the amount charged for these services was £24,000 plus VAT. This included the provision of 50 days' audit, attendance at meetings of the Audit & Risk Management Committee and provision of guidance and assurance.

External audit is provided by the National Audit Office and the Certificate and Report of the Comptroller and Auditor General to the House of Commons is attached to these Accounts. The Board has accrued for £22,000 in respect of the statutory audit for 2012/13. 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.

Future developments

At present there are no plans to review the future status of the Parole Board, however this may be returned to at some stage for further consideration.

In 2013/14 the Parole Board will be subject to a Triennial Review by the Ministry of Justice. The Triennial Review will review the function of the Board, the appropriateness of the Board's delivery mechanism and its governance arrangements.

Management Board

The Chairman of the Board was Sir David Latham until 30 April 2012. Sir David Calvert-Smith was appointed as his replacement on 1 October 2012.

The Vice-Chairman of the Board is Mr Justice Butterfield, who was also Acting Chairman from 1 May 2012 to 30 September 2012.

Claire Bassett was appointed Chief Executive from 11 April 2012. Miles Dagnall was acting Chief Executive before her appointment and was formally appointed as Accounting Officer for the interim period. He was Deputy Chief Executive Officer until leaving the Board on 31 August 2012 and was not replaced. The Chief Executive and Deputy Chief Executive (who are not statutory members of the Board) serve on the Management Board.

The full-time salaried members of the Parole Board during 2012/13 were Chitra Karve (Director of Member Development and Practice) and Martha Blom-Cooper (Director of Business Development).

The two full-time members serve on the Management Board as do four part-time members appointed by the Chairman, together with the Chair of the Audit & Risk Management Committee (ARMC) and the Chair of the Performance & Development Committee (PDC).

The part time Parole Board members of the Management Board were:

- Graham Bull
- Andrew Purkis
- John Chandler
- Sian Flynn
- Cedric Pierce (ex officio member – Chair of ARMC)
- Rick Evans (ex officio member – Chair of PDC)

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.

The executives on the Management Board are all standing members.

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

All details concerning the remuneration of the Management Board are included within the Remuneration Report while information on corporate governance is included in the Governance Statement.

Senior management had no other directorships or interests which required disclosure.

A full list of members of the Parole Board is given at the end of this report.

Pension scheme

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

Investors in People

The Board is committed to maintaining the standard required for continuing accreditation under Investors in People. An action plan was developed and implemented by the Employee Engagement Group, as part of the Staff Engagement Programme.

Member and employee involvement

Members were consulted through discussions at members' forums and development days during 2012/13. Members also participated in various working groups on policy initiatives on behalf of the Board. Members and staff of the Board were also fully involved, along with our stakeholders, in the preparation of the Board's Business Plan for 2012/13. Staff have continued to be involved and informed through regular meetings with the Chief

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

Equality and diversity

The Parole Board is committed to a policy of equal opportunity for all members and staff, regardless of race, ethnic origin, religious belief, gender, gender orientation, sexual orientation, disability, age or any other irrelevant factor. It will also provide guaranteed interviews to candidates who qualify under the requirements of the Disability Discrimination Act 1995 who meet the criteria for jobs in the Secretariat. The appointment of members is the responsibility of the Secretary of State. Parole Board members are trained to act fairly when considering cases. There is an Equality and Diversity Steering Group led by a Diversity Champion who is a member of the Board's Management Board.

Health and safety

The Parole Board is committed to maintaining the standards required by the Health & Safety at Work Act 1974 and other United Kingdom and European regulations to the health and safety of its members and staff. The Board has a Health & Safety Officer. A Health and Safety Committee with member and staff involvement met during 2012/13.

Sustainability development

The 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.

Claire Bassett

Chief Executive and Accounting Officer

27 June 2013

The Parole Board for England and Wales

Statement of Accounting Officer's Responsibilities

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 and cash flows for the financial year.

In preparing the accounts the Accounting Officer is required to:

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

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

Governance Statement

The Parole Board is a body sponsored by the Corporate Performance Group of the MoJ. The relationship between the Board and its sponsor is determined by a framework agreement. As Accounting Officer, I am responsible for the systems of internal control and risk management.

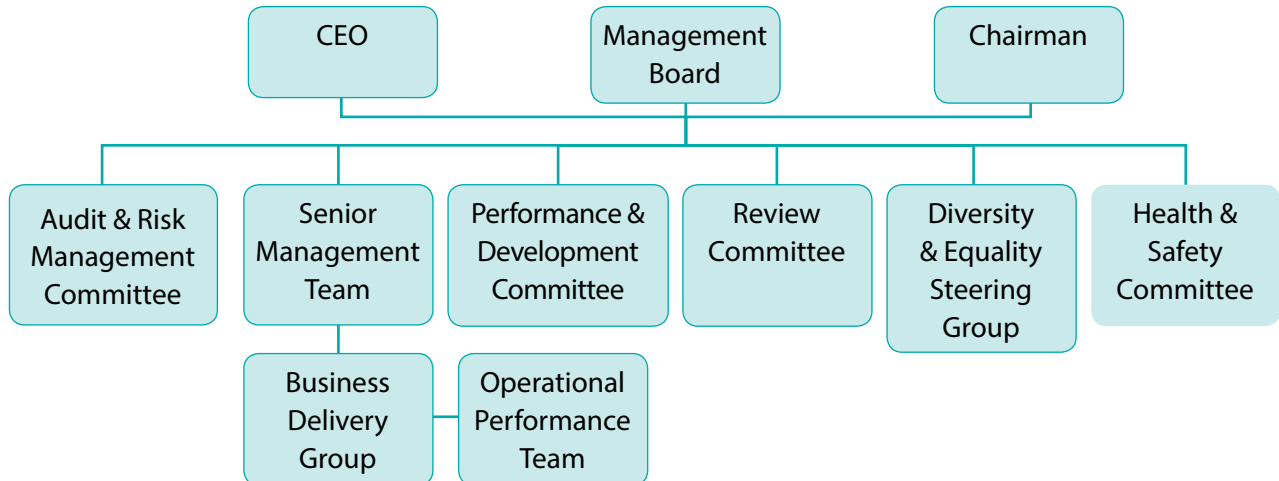
1. The governance framework of the organisation, including information about the Parole Board's committee structure, its attendance records, and the coverage of its work.

Founding legislation

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

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

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



1.1 The Management Board

Membership of the Management Board consists of:

- Chair of the Parole Board (chair)
- Vice Chair of the Parole Board (deputy chair)
- Chief Executive Officer
- Director of Members Development and Practice
- Director of Business Development
- 4 Parole Board members (non-executive members)
- 2 ex-officio members being the Chairs of ARMC and P&DC.

The Chairman of the Board was Sir David Latham until 30 April 2012. Sir David Calvert-Smith was appointed as his replacement on 1 October 2012.

The Vice-Chairman of the Board is Mr Justice Butterfield, who was also Acting Chairman from 1 May 2012 to 30 September 2012.

Claire Bassett was appointed Chief Executive from 11 April 2012. Miles Dagnall was acting Chief Executive before her appointment and was formally appointed as Accounting Officer for the

interim period. He was Deputy Chief Executive Officer until leaving the Board on 31 August 2012. The Chief Executive and Deputy Chief Executive (who are not statutory members of the Board) serve on the Management Board.

The full-time salaried members of the Parole Board during 2012/13 were Chitra Karve (Director of Member Development and Practice) and Martha Blom-Cooper (Director of Business Development).

The two full-time members serve on the Management Board as do four part-time members appointed by the Chairman of the Board, together with the Chair of the Audit & Risk Management Committee (ARMC) and the Chair of the Performance & Development Committee (PDC).

The part time Parole Board members of the Management Board were:

Graham Bull
 Andrew Purkis
 John Chandler
 Sian Flynn
 Cedric Pierce (ex officio member – Chair of ARMC))
 Rick Evans (ex officio member – Chair of PDC)

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.

The executives on the Management Board are all standing members.

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

| | | |
|--------------------------------|--------------------------------|----------|
| Sir David Latham | Chairman (to 30 April 2012) | 1 |
| Sir David Calvert-Smith | Chairman (from 1 October 2012) | 3 |
| Sir Neil Butterfield | Vice-Chairman | 3 |

| | | |
|---------------------------|------------------------|----------|
| Claire Bassett | Chief Executive | 6 |
| Miles Dagnall | Deputy Chief Executive | 2 |
| Martha Blom-Cooper | Full-time Member | 6 |
| Chitra Karve | Full-time Member | 6 |
| Graham Bull | Part-time Member | 6 |
| John Chandler | Part-time Member | 6 |
| Sian Flynn | Part-time Member | 6 |
| Andrew Purkis | Part-time Member | 4 |
| Cedric Pierce | Part-time Member | 6 |
| Rick Evans | Part-time Member | 3 |

Attendance of MB members during 2012/13 was an average 81% across its membership.

1.2. Audit and Risk Management Committee (ARMC)

Membership of the ARMC consists of:

4 Parole Board members (non-executive members, one of whom acts as chair and is therefore an ex-officio member of the Management Board)
 External non-executive member (also sits on MoJ Audit Committee)

Meetings are also attended by:
 Chief Executive Officer
 Head of Finance
 MoJ Internal Audit representative
 NAO representative

The ARMC meets three times a year. The attendance record is set out below:

| | | |
|------------------------------|-----------------------------|----------|
| Cedric Pierce | Chairman | 3 |
| Brenda McAll-Kersting | Non-executive member | 3 |
| Simon Evans | Non-executive member | 2 |
| Alan Rayner | Non-executive member | 1 |
| Francis Dobbyn | Independent external member | 3 |

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

1.3. Performance and Development Committee (PDC)

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

1.4. Review Committee (RC)

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

1.5. Equality & Diversity Steering Group (EDSG)

The EDSG is responsible for raising awareness of diversity issues, identifying how they impact on the Board's work and co-ordinating projects to develop policy and practice.

1.6 The Health and Safety Committee (HSC)

The HSC is responsible for identifying and resolving those working arrangements which may affect the health, safety, environment and welfare of staff & members of the Parole Board, including the Health and Safety Policy Statement.

The non-executives of all of the above committees are currently appointed for a three year renewable term of office, however this may change as part of the Governance Review taking place in 2013/14.

1.7. Senior Management Team (SMT)

Membership of the SMT consists of:

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

The monthly SMT meetings are chaired by the CEO and receive reports on performance and finance. It creates the Business Plan for the Management Board 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.

In addition to the formal Board sub-committees and SMT, there are a number of other groups which contribute to organisational performance and the wider governance of the Board. These include the Business Delivery Group (BDG), Operational Performance Team (OPT), the Employee Engagement Group (EEG) and the Reward and Recognition Panel (R&R) as well as various ad hoc groups and project teams designed to discharge specific functions.

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

In March 2012 the Management Board approved proposals for the introduction of an Appraisal Scheme for members who sit on the MB and chairs of Committees which operate under the aegis of the MB. The proposals include the use of competencies and performance indicators and assess and evaluate individual performance in terms of contribution to the effective governance of the Parole Board.

Organisationally, all papers presented to the MB and sub-committees originate from the business unit or specialist lead, and have considerable input from a variety of individuals across various teams, including operational, management and specialist staff. As such, they provide the committees with accurate and pertinent data from the source and will ordinarily include proposals or recommendations, supported by evidence based material.

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.

There is a formal reporting structure whereby decisions at MB and committee are filtered down through SMT to the Business Delivery Group, who are then tasked with putting in place measures to implement or progress actions. To assist this, a corporate calendar organises meetings in such a way that each group feeds into the next one in a logical manner. Proposals, recommendations and information are fed upwards and decisions or guidance subsequently handed downwards.

On a quarterly basis, the Board is required to report on strategic and operational matters to its sponsor unit, who scrutinise the effectiveness of the Board's performance.

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

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

Key issues for the MB during 2012/13 were the final resting place for the Board and future relationships with any new sponsor or organisation, the appointment of a new Chair (Oct 2012) and CEO (April 2012), the impacts of the significant and continual increases in workload, resisting attempts to reduce the budget in the light of the workload increases and the reputational risk of not making progression payments equally to staff and secondees, on account of their varying conditions of service.

Key issues for discussion in the ARMC during 2012/13 included finalisation of the 11/12 Annual report and Accounts, the financial management maturity, the problems of the Board's IT provision, revisions to the corporate risk register and an assurance mapping exercise.

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

The Board aims to ensure that its governance arrangements follow best practice and follow the Corporate Governance Code to the extent that its size and status allows. The Board has established the following material departures from the provisions of the Code:

- The Board has not established a nominations and governance committee as it was considered that the size of the organisation did not warrant it;
- It is recognised that there is lack of an independent Non Executive Director on the Board, therefore there is a potential lack of challenge and an 'outside view'. The non-executive members of the Management Board all consist of independent members of the Parole Board as a whole where the primary selection criteria is for their expertise in making the risk based decisions which is the foundation of the Board's work. The non-executive members bring a mix of additional skills and a range of viewpoints based upon their experience outside the Parole Board. Non Executives are not employees of the Parole Board.

It should be noted that a significant programme of work has been planned for 2013/14 to look at Corporate Governance. This programme will review existing structures, look at what is needed by the Parole Board today and in the future and then implement the necessary changes. The review will seek to address a number of issues which have been outstanding for some time, these include membership and make up of the Board, the role of the vice chair, terms of appointment and arrangements for renewal, how risk management and assurance are embedded within the whole organisation and how decision making is communicated.

4.1. Internal Audit

Internal Audit provide a total of 50-60 days resource for the Board and have audited the Board's deferrals, HR record keeping, IT strategy and finance control framework.

Internal Audit also provided advice and guidance to managers on developing their risk management approach and reviewed draft risk plans as they were developed.

Internal Audit report at each meeting of the ARMC. At least annually, the Head of Internal Audit (HIA) provides the Accounting Officer with a report on internal audit activity. The report includes the HIA's independent opinion on the adequacy and effectiveness of the Board's system of internal control. The overall opinion of the HIA reported to the AO in May 2013 was that he was able to offer "a reasonable assurance that the risk, control and governance arrangements are adequate to enable objectives to be achieved".

4.2. National Audit Office (NAO)

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

The National Audit Office (NAO) commenced a review of the Generic Parole Process during the reporting period. The NAO will apply its Process Management Maturity Analytic (PMMA) model to look at the management systems and processes with a view to:

- establishing performance gaps against "what good process management looks like"; and
- providing an external perspective on how to improve process management across the parole process by highlighting principles of good practice.

The project was ongoing at the close of the business year.

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

5.1. Principles of managing risk for the Parole Board

The Parole Board's risk management framework ensures that risks to achieving its business objectives are properly identified, managed and monitored. During 2012-13 the CEO instigated, with the assistance of internal audit, an assurance mapping exercise which went on to inform a revised corporate risk register and approach to risk throughout the organisation. These are assessed to evaluate the combined risk level resulting from the impact and likelihood of a particular risk. Risk appetite is determined by reference to the business objectives and the degree to which threats to these can be absorbed while maintaining its reputation amongst its stakeholders and society at large.

5.2. Operation of the Governance framework

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

Regular reports on risk are received at each meeting of Audit and Risk Management Committee. An annual risk seminar is held in December at the beginning of the planning cycle. At the seminar, the risks for the upcoming year will be identified and evaluated and compared with existing risks to identify any changes. These risks then feed into the Parole Board's business planning for the year ahead and inform the Management Board's exercise of the strategic overview of the Board.

Internal audit services are provided by the MoJ's internal audit section and the annual audit plan takes into account the risks recorded on the risk register. The NAO provide external audit services looking at the performance priorities identified in its 2008 report and the Board's financial performance.

Actions are agreed in response to recommendations made and are followed up to review progress on implementation.

The Parole Board is sponsored by the MoJ Corporate Performance Group and the 5 top risks are reviewed jointly each quarter. The sponsor supports the work of the Board in relation to other CJS agencies and provides the vital link between the Board and Ministers. Recent examples include a submission to ministers on the risks associated with the Board's expanding workload and support for investment in the Board's judicial membership and IT.

5.3 Summary of key risks identified during the year.

A considerable amount of work was undertaken during 2012/13 to develop the Board's management of risk more accurately at departmental level. In order to accurately reflect the level of risk and the number of factors contributing to each corporate risk, all business units drew up a local risk register. These, along with risk registers for each work programme, and the Health & Safety; and Information Assurance and Business Continuity risks were mapped against the Business Priorities to show where the risks may originate from and what the vulnerability of each risk actually was. A new Risk Dashboard was drawn up to give a snapshot of the current position and this is presented to the MB, SMT and ARMC on a quarterly basis.

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 were those over which it had limited control and include ability to meet our increasing workload, serious further offences and ability of partners to work with us in the system.

Throughout the year the Board continued to ensure that it was managing the risks relating to information assurance appropriately. Information Security arrangements are broadly in compliance with those in the Security Risk Management Overview supplied to the MoJ and the self-evaluation of the mandatory requirements was positive. The Board is responsible for 90,000 dossier movements per year and there was one serious data-loss incident. This involved the loss of one package containing 25 dossiers by a courier

and was reported to the Information Commissioners Office. A full investigation and lessons learned exercise was completed as a result.

Other risks identified were the resources and capacity for the Board's corporate support services to deliver necessary levels of support for the organisation to function effectively, and the potential migration to shared services. Retaining members is key to delivering on our objectives and a programme of work has been proposed for 2013/14 to ensure this risk is minimised.

The next stage will be to determine whether the correct Corporate Risks have been identified for 2013/14.

5.4 Ministerial Directions.

The Board received no ministerial directions during the year.

6. Accounting Officer's statement

Governance arrangements are in place and do provide a reasonable level of assurance that the organisation is managing its resources effectively. This review is a reflection of work, advice and governance monitored by the Management Board, Audit & Risk Management Committee, the internal auditors and the National Audit Office. Much of the improvement work has been focused on operational performance and the secretariat. This included the Operational Recovery Programme and the restructure of the Management Team into three distinct Directorates. Establishing more formal business delivery and reporting structures were key to improving the overall management of the organisation, along with a more strategic approach to implementing programmes and projects. This has been a huge year of change for the staff, whilst handling a huge volume of work. The ability of the Board to meet the continuing year on year increases of workload within reducing resources remain a concern.

Claire Bassett
Chief Executive and Accounting Officer

27 June 2013

The Parole Board for England and Wales

Remuneration Report

Remuneration policy

The Chairman, and all other members of the Parole Board, are appointed by the Secretary of State under the Criminal Justice Act 2003, and are therefore statutory office-holders. Most members serve on a part-time basis and are fee-paid. Two members serve on a full-time basis and are salaried. The two full-time members serve on the Management Board as do four part-time members appointed by the Chairman of the Board. The Deputy Chief Executive was appointed by the Board. The Chief Executive and Deputy Chief Executive (who are not statutory members of the Board) also serve on the Management Board. A new Chief Executive, Claire Bassett, was appointed from 11 April 2012. The former Chief Executive, Linda Lennon, left the Board on 1 March 2012. The Deputy Chief Executive resigned on 31 August 2012 and the Board decided this post will not be continued.

This report discloses the remuneration of those serving on the Management Board (comprising the Chairman, four other members, full time members, the Chief Executive and the Deputy Chief Executive and Head of Corporate Affairs). 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;
- the vice-chairman was a serving High Court judge until 1 October 2012 who received no remuneration from the Board until his retirement as a High Court Judge, thereafter he receives a fixed, non pensionable rate of £190 for each day he attends Parole Board meetings ;
- for the full-time members, with reference to Home Office pay scales;
- for the part-time members (including those serving on the Management Board), at a fixed and non-pensionable rate of £190 (2011-12: £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; and

- for the Deputy Chief Executive and Head of Corporate Affairs, by the Parole Board, on Home Office pay scales.

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 by the Board Chairman.

Tenure Arrangements

The former Chief Executive, Linda Lennon, was on a one year secondment from April 2009 which was extended to April 2012. Linda Lennon resigned with effect from 1 March 2012. The former Chairman, Sir David Latham, was appointed in February 2009 and resigned on 30 April 2012. The new Chairman was appointed on 1 October 2012. The Chairman is an office holder on a three year contract. Full-time Members are office holders on three year renewable terms. The notice period for the full time Members is three months and their tenure expiry dates are:

| Full-time member | Tenure expiry date |
|--------------------------------------------------------------------------|--------------------|
| Martha Blom-Cooper Appointed 17 April 2008 <i>Full-time member</i> | 16 April 2016 |
| Chitra Karve Appointed 22 February 2010 <i>Full-time member</i> | 21 February 2013 |

Chitra Karve resigned from the Parole Board as a full time member on 25 April 2013 and is yet to be replaced.

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

Service contracts

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

Unless otherwise stated above, the officials covered by this report hold appointments which are open-ended, and to which a notice period of three months would usually apply. Early termination, other than

for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme. Further information about the work of the Civil Service Commission can be found at www.civilservicecommission.org.uk.

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

| Name | 2012/13 | | 2011/12 | |
|------------------------------------------------------|----------------------|---------------------|----------------------|-------------------------|
| | Salary | Performance related | Salary | Performance related pay |
| | £000 | £000 | £000 | £000 |
| Sir David Latham, Chairman (1) | 5-10 (FYE 75-80) | - | 75-80 | - |
| Sir David Calvert-Smith, Chairman (2) | 25-30 | - | - | - |
| The Hon Mr Justice Butterfield, Vice Chair (3) | 0-5 | - | - | - |
| Linda Lennon, Chief Executive (4) | - | - | 65-70 (FYE 70-75) | 5-10 |
| Claire Bassett, Chief Executive (5) | 85-90 (FYE 90-95) | - | - | - |
| Chitra Karve, Full-time Member | 65-70 | - | 65-70 | 0-5 |
| Martha Blom-Cooper, Full-time Member | 65-70 | 0-5 | 65-70 | 0-5 |
| Miles Dagnall, Head of Operations and Deputy CEO (6) | 25-30 (FYE 70-75) | - | 70-75 | 0-5 |
| Tim Morris, Head of Corporate Affairs (7) | 50-55 (FYE 55-60) | 0-5 | - | - |
| Graham Bull, Part-time Member (8) | 0-5 | - | 0-5 | - |
| John Chandler, Part-time Member(8) | 0-5 | - | 0-5 | - |
| Sian Flynn, Part-time Member (8) | 0-5 | - | 0-5 | - |
| Andrew Purkis, Part-time Member (8) | 0-5 | - | 0-5 | - |
| Cedric Pierce, Ex officio part-time member (8) | 0-5 | - | 0-5 | - |
| Rick Evans, Ex officio part-time member (8) | 0-5 | - | 0-5 | - |
| Band of highest paid Director's remuneration | | 90 – 95 | | 75 – 80 |
| Median total remuneration | | 24,308 | | 24,093 |
| Ratio | | 3.8 | | 3.2 |

- (1) Sir David Latham served as Chairman until 30 April 2012. His full time equivalent salary for the year was in the range £75,001- £80,000.
- (2) Sir David Calvert-Smith was appointed as Chairman on 1 October 2012. He is paid a daily rate of £785 for days worked to a maximum of 52 per year and receives no pension entitlement.
- (3) Whilst Mr Justice Butterfield served as a full time judge he received no additional remuneration from the Parole Board. The remuneration above is for attendance at meetings after his retirement as a full time judge on 1 October 2012.
- (4) Linda Lennon served as Chief Executive until 1 March 2012. Her full time equivalent salary for the year 2011/12 was in the range £70,001- £75,000.
- (5) Claire Bassett was appointed as Chief Executive on 11 April 2012. Her full time equivalent salary for the year was in the range £90,001-£95,000.
- (6) Miles Dagnall served as Interim Chief Executive from 2 March 2012 to 10 April 2012. He served as Deputy CEO until 31 August 2012 when he resigned from the Parole Board. The Board has decided this post will not continue. His full time equivalent salary for the year was in the range £70,001-£75,000.
- (7) Tim Morris served as Head of Corporate Affairs until 28 February 2013. He was on the Management Board from 1 April 2012 until 31 October 2012. His full time equivalent salary for the year was in the range £55,001 - £60,000.
- (8) The remuneration disclosed for part time members who are members of the Management Board is their remuneration for acting as a member of the Management Board only. Rick Evans resigned as a part time Management Board member on 31 March 2013.
- (9) "Salary" includes gross annual salary, London weighting, 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.
- (10) There were no benefits-in-kind provided to any of the above in 2012/13 and 2011/12.

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 2012/13 was £90-95k (2011/12 £75-80k). This was 3.8 times the median remuneration of the workforce (2011/12 3.2 times), which was £24,308 (2011/12 £24,093). The increase in multiple is due to the increased band for the CEO of the Board. No employees received remuneration in excess of the highest paid director (2011/12 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 Chairman, Full-Time Members, Chief Executive, Deputy Chief Executive and Head of Corporate Affairs during 2012/13 were as follows:

| Name | Accrued Pension at age 60 as at 31 March 13 | Real increase in pension | Real increase in lump sum | CETV at 1 April 12 | CETV at 31 March 13 | Real increase in CETV |
|--------------------|---------------------------------------------|--------------------------|---------------------------|--------------------|---------------------|-----------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Sir David Latham | 5-10 | 0-2.5 | N/A | 103 | 106 | 2 |
| Claire Bassett | 5-10 | 0-2.5 | N/A | 63 | 64 | (1) |
| Chitra Karve | 5-10 | 0-2.5 | N/A | 47 | 73 | 22 |
| Martha Blom-Cooper | 10-15 and lump sum 35-40 | 0-2.5 | 0-2.5 | 158 | 175 | 8 |
| Miles Dagnall | 15-20 | 0-2.5 | N/A | 278 | 310 | 14 |
| Tim Morris | 25-30 | 0-2.5 | N/A | 396 | 422 | 4 |

Sir David Latham, Miles Dagnall and Tim Morris's pension disclosure information is based on their salary when they left the Parole Board.

The ex Chairman, Full-Time Members and the Chief Executive and Deputy 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 of 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 3.9% of pensionable earnings for classic and 3.5% and 5.9% for premium, classic plus and nuvos. Increases to employee contributions will apply from 1 April 2013. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years' initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum, classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on his/her 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 three providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus and 65 for members of nuvos.

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

Cash Equivalent Transfer Values

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

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own

cost. CETVs are worked out within the guidelines and framework prescribed by the Institute and Faculty of Actuaries and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

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

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

Compensation for loss of office

Miles Dagnall left on Voluntary Early Departure Scheme terms on 31 August 2012. He received a compensation payment in the range £50,001 – £55,000.

Tim Morris left on Voluntary Early Departure Scheme terms on 28 February 2013. He received a compensation payment in the range £30,001 – £35,000.

Claire Bassett
Chief Executive and Accounting Officer
 27 June 2013
 The Parole Board for England and Wales

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 2013 under the Criminal Justice Act 2003. These comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of 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. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

In addition, 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 2013 and of its net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Criminal Justice Act 2003 and Secretary of State directions issued thereunder.

Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with directions issued by the Secretary of State under the Criminal Justice Act 2003; and
- the information given in the Management Commentary and section headed About the Parole Board 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
- 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.

Amyas C E Morse

Comptroller and Auditor General
28 June 2013

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

Statement of Comprehensive Net Expenditure for the year ended 31 March 2013

| | Notes | £000 2012/13 | £000 2011/12 |
|----------------------------------------|-------|-----------------|-----------------|
| Expenditure | | | |
| Staff and member costs | 2a | (8,070) | (7,881) |
| Other operating costs | 3 | (4,381) | (5,838) |
| Net expenditure for the year | | (12,451) | (13,719) |
| Other comprehensive expenditure | | - | - |
| Total comprehensive expenditure | | (12,451) | (13,719) |

The notes on pages 72 to 83 form part of these accounts.
All operations are continuing.

Statement of Financial Position as at 31 March 2013

| | Notes | 31 March 2013 £000 | 31 March 2012 £000 |
|-------------------------------------------------|-------|-----------------------|-----------------------|
| Non Current Assets | | | |
| Property plant & equipment | 4a | 128 | 199 |
| Intangible assets | 4b | 833 | 690 |
| Total non-current assets | | 961 | 889 |
| | | | |
| Trade and other receivables | 5 | 93 | 62 |
| Cash at bank | 6 | 887 | 1,033 |
| Total current assets | | 980 | 1,095 |
| Total assets | | 1,941 | 1,984 |
| Current Liabilities | | | |
| Trade & other payables | 7 | (1,216) | (1,017) |
| Provisions | 9 | (234) | (342) |
| Total current liabilities | | (1,450) | (1,359) |
| Non current assets less net current liabilities | | 491 | 625 |
| Assets less liabilities | | 491 | 625 |
| Taxpayers' Equity: | | | |
| General reserve | | 491 | 625 |

The notes on pages 72 to 83 form part of these accounts.

Claire Bassett

Chief Executive and Accounting Officer

27 June 2013

The Parole Board for England and Wales

Statement of Cash Flows for the year ended 31 March 2013

| | Notes | 2012/13 £000 | 2011/12 £000 |
|---------------------------------------------------------------|----------|-----------------|-----------------|
| Cash flows from operating activities | | | |
| Net expenditure for the year | | (12,451) | (13,719) |
| Adjustments for: | | | |
| - Costs incurred by the Board but settled by MoJ | 1c, 1d | 1,053 | 2,102 |
| - MoJ overhead recharges | 1d and 3 | 741 | 1,193 |
| - Depreciation, amortisation and write offs | 3 | 334 | 334 |
| - (Increase)/decrease in trade receivables | 5 | (31) | (32) |
| - Increase in trade payables | 7 | 199 | 174 |
| - (Decrease)/Increase in provisions | | (108) | 215 |
| Net cash outflow from operating activities | | (10,263) | (9,733) |
| Cash flows from investing activities | | | |
| Purchase of property, plant and equipment | 4a | (27) | (126) |
| Purchase of intangible assets | 4b | (61) | (71) |
| Net cash outflow from investing activities | | (88) | (197) |
| Cash flows from investing activities | | | |
| Grant-in-aid received from Ministry of Justice | | 10,205 | 10,167 |
| Capital grant-in-aid received | | - | 175 |
| Net financing | | 10,205 | 10,342 |
| Net increase in cash and cash equivalents in the year | | (146) | 412 |
| Cash and cash equivalents at the beginning of the year | | 1,033 | 621 |
| Cash and cash equivalents at the end of the year | 6 | 887 | 1,033 |

The notes on pages 72 to 83 form part of these accounts.

Statement of Changes in Taxpayers' Equity for the year ended 31 March 2013

| | Note | General Reserve £000 |
|----------------------------------------------------------------|-------|-------------------------|
| Balance at 1 April 2011 | | 707 |
| Changes in taxpayers' equity-2011/12 | | |
| Net expenditure for year ended 31 March 2012 | | (13,719) |
| Capital grant-in-aid | 1b | 175 |
| Grant-in-aid received towards expenditure | 1b | 10,167 |
| Grant-in-aid received towards expenditure-costs settled by MoJ | 1c, d | 3,295 |
| Asset transferred from sponsor | | - |
| Balance at 31 March 2012 | | 625 |
| Changes in taxpayers' equity-2012/13 | | |
| Net expenditure for year ended 31 March 2013 | | (12,451) |
| Asset transferred from MoJ sponsor | 1b | 318 |
| Grant-in-aid towards expenditure | 1b | 10,205 |
| Grant-in-aid received towards expenditure-costs settled by MoJ | 1c, d | 1,053 |
| Grant-in-aid received through soft recharge of overhead | 1c, d | 741 |
| Balance at 31 March 2013 | | 491 |

The notes on pages 72 to 83 form part of these accounts.

Notes to the Accounts

1. Statement of Accounting Policies

a) Accounting convention

These financial statements have been prepared in accordance with the 2012-13 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Parole Board for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Parole Board are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

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

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 settled by the Ministry of Justice

Legal and compensation costs incurred by the Board but settled by MoJ include movements in the provision for legal claims (see notes 1j and 9) in the 2011/12 financial year but not the 2012/13 financial year. This is due to a change in policy whereby the Board is responsible for settling its own legal and compensation costs from 1 April 2013 onwards. 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) Other costs met by the Ministry of Justice

The Ministry of Justice provides the Board with accommodation, the services of serving judges, and facilities management. Postage costs were provided in 2011/12 but not 2012/13. The Ministry of Justice also provides the cost of legal representation. 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) Property Plant & Equipment

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 bought into use. The written down value of previous costs which had been capitalised in May 2010 was re lifted when DEP3 came into use in February 2013 as the extension is an integral part of the asset.
- Furniture & fittings: Depreciation is provided on a straight line basis, at rates calculated to write off the purchase costs over 5 years.

Depreciation and amortisation are calculated monthly.

g) Operating leases

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

h) Pension costs

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

i) Employee benefits

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

j) Provisions

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

k) Contingent liabilities

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

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

l) Value Added Tax

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

2. Staff and member costs

| a) | | |
|----------------------------------------|-----------------|-----------------|
| | 2012/13 £000 | 2011/12 £000 |
| Seconded staff | | |
| Salaries and wages | 90 | 195 |
| Pension contributions | 15 | 35 |
| Social security costs | 8 | 19 |
| | 113 | 249 |
| Part-time Board members | | |
| Fees | 4,327 | 3,858 |
| Social security costs | 329 | 396 |
| | 4,656 | 4,254 |
| Permanent Staff | | |
| Salaries and wages, including overtime | 2,482 | 2,675 |
| Pension contributions | 365 | 453 |
| Social security costs | 199 | 224 |
| | 3,046 | 3,352 |
| Agency staff | 255 | 26 |
| Total | 8,070 | 7,881 |

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 full-time members of the Board who are office holders, during the accounting period by category was:

| | 2012/13 | | | | 2011/12 |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | Employed | Seconded* | Agency | Total | Total |
| Management | 7 | 1 | - | 8 | 11 |
| Casework | 69 | - | 7 | 76 | 69 |
| Secretarial/administrative support | 10 | 1 | 3 | 14 | 15 |
| Total | 86 | 2 | 10 | 98 | 95 |

* 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 2012/13 are disclosed in the remuneration report.

d) Pension benefits

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

For 2012/13, contributions of £380,000 were payable by the Board to the PCSPS (2011/12 £488,000) at one of four rates in the range 16.7% to 24.3% of pensionable pay (16.7% to 24.3% in 2011/12), based on remuneration bands. The salary bands to which these rates apply will be revalorised each year. Contribution rates payable by the Board are to be reviewed every three years following a scheme valuation by the Government Actuary. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

e) The emoluments (non-pensionable) of the highest paid part-time Board Member were £93,418 (2011/12- £101,546). 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:

| | 2012/13 No. | 2011/12 No. |
|----------------------|----------------|----------------|
| Not exceeding £5,000 | 86 | 96 |
| 5,000 - 9,999 | 19 | 24 |
| 10,000 - 14,999 | 23 | 31 |
| 15,000 - 19,999 | 33 | 30 |
| 20,000 - 24,999 | 22 | 20 |
| 25,000 - 29,999 | 23 | 11 |
| 30,000 - 34,999 | 7 | 14 |
| 35,000 - 39,999 | 7 | 5 |
| 40,000 - 44,999 | 8 | 7 |
| 45,000 - 49,999 | 3 | 3 |
| 50,000 - 54,999 | 6 | 2 |
| 55,000 - 59,999 | 3 | 5 |
| 60,000 - 64,999 | 2 | 3 |
| 65,000 - 69,999 | - | 1 |
| 70,000 - 74,999 | 2 | 1 |
| 75,000 - 79,999 | 1 | 1 |
| 80,000 - 84,999 | 1 | - |
| 85,000 - 89,999 | 1 | - |
| 90,000 - 94,999 | 1 | - |
| 100,000 - 104,999 | - | 1 |
| Total | 248 | 255 |

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

| Exit package cost band | Number of compulsory redundancies | Number of other departures agreed | Total number of exit packages by cost band |
|--------------------------|-----------------------------------------|-----------------------------------------|--------------------------------------------------|
| £10,000 - £25,000 | - | 1 | 1 |
| £25,000 - £50,000 | - | 1 | 1 |
| £50,000 - £100,000 | - | 1 | 1 |
| Total number of packages | - | 3 | 3 |
| Total cost £'000 | - | 111 | 111 |

There were no exit packages to report in 2011/12.

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

| | 2012/13 £000 | 2011/12 £000 |
|--------------------------------------------------------------------------------------------------------|-----------------|-----------------|
| Travel and subsistence | 927 | 868 |
| Information technology costs | 365 | 377 |
| Casework Management System | 286 | 357 |
| Stationery and printing | 299 | 150 |
| Professional fees | 122 | 12 |
| Recruitment costs | 12 | 2 |
| Miscellaneous costs | 36 | 72 |
| Members' training | 106 | 35 |
| Staff training | 18 | 48 |
| Audit fees | | |
| -external audit (NAO) | 22 | 26 |
| -internal audit | 20 | 24 |
| Operating leases | 39 | 201 |
| Web site | 1 | 1 |
| Depreciation and amortisation | 334 | 334 |
| Costs met by the Parole Board | 2,587 | 2,507 |
| Costs incurred by the Parole Board but settled by the Ministry of Justice | | |
| Legal and compensation costs payable by MoJ | 782 | 939 |
| Accommodation and other common services | 741 | 1,193 |
| Postage | - | 726 |
| Serving judges | 271 | 473 |
| Total other operating costs incurred by the Parole Board but settled by the Ministry of Justice | 1,794 | 3,331 |
| Total costs | 4,381 | 5,838 |

4a. Property plant & Equipment

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

| | Furniture £000 | IT Hardware £000 | Total £000 |
|----------------------------------------|-------------------|------------------------|---------------|
| Cost | | | |
| At 1 April 2011 | 76 | 211 | 287 |
| Additions | - | 126 | 126 |
| Disposal | - | - | - |
| At 31 March 2012 | 76 | 337 | 413 |
| Accumulated depreciation | | | |
| At 1 April 2011 | 49 | 82 | 131 |
| Charge for the year | 12 | 71 | 83 |
| Depreciation on disposal | - | - | - |
| At 31 March 2012 | 61 | 153 | 214 |
| Net book value at 31 March 2012 | 15 | 184 | 199 |
| Net book value at 31 March 2011 | 27 | 129 | 156 |

4b. Intangible Assets

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

| | IT Software | Casework Management System | Total software |
|----------------------------------------|-------------|----------------------------|----------------|
| | £000 | £000 | £000 |
| Cost | | | |
| At 1 April 2011 | 175 | 940 | 1,115 |
| Additions | 71 | - | 71 |
| Disposal | - | - | - |
| At 31 March 2012 | 246 | 940 | 1,186 |
| Accumulated amortisation | | | |
| At 1 April 2011 | 74 | 171 | 245 |
| Charge for the year | 63 | 188 | 251 |
| Amortisation on disposal | - | - | - |
| At 31 March 2012 | 137 | 359 | 496 |
| Net book value at 31 March 2012 | 109 | 581 | 690 |
| Net book value at 31 March 2011 | 101 | 769 | 870 |

* £318,000 of the Casework Management System was paid for by NOMS. Therefore the net cash outflow for the year for intangible assets is £61,000.

5. Trade and other receivables

Amounts falling due within one year

| | 31 March 2013 £000 | 31 March 2012 £000 |
|----------------------------------|-----------------------|-----------------------|
| Prepayments | 14 | 22 |
| Staff receivables | 25 | 20 |
| MoJ intra department receivables | 49 | 11 |
| Other government receivables | 5 | 9 |
| Total | 93 | 62 |

6. Cash at bank

| | 31 March 2013 £000 | 31 March 2012 £000 |
|---------------------------------------------|-----------------------|-----------------------|
| Cash held in commercial bank accounts | 18 | 77 |
| Cash held in government group bank accounts | 869 | 956 |
| Total cash at bank | 887 | 1,033 |

7. Trade and other payables

Amounts falling due within one year

| | 31 March 2013 £000 | 31 March 2012 £000 |
|-------------------------|-----------------------|-----------------------|
| Tax and social security | 149 | 133 |
| Trade payables | 340 | 272 |
| Accruals-holiday pay | 99 | 78 |
| Accruals | 374 | 397 |
| MoJ Internal audit | 28 | 13 |
| Shared services payroll | 22 | 25 |
| Shared services IT | 204 | 99 |
| Total | 1,216 | 1,017 |

8. Intra – Government balances

Amounts falling due within one year

| | 31 March 2013 | 31 March 2013 | 31 March 2012 | 31 March 2012 |
|-----------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------|
| | Receivables: amounts falling due within one year | Payables: amounts falling due within one year | Receivables: amounts falling due within one year | Payables: amounts falling due within one year |
| | £000 | £000 | £000 | £000 |
| Balance with HMRC | - | 149 | - | 133 |
| Balances with other central government bodies | 54 | 254 | 20 | 137 |
| Balances with bodies external to government | 39 | 813 | 42 | 747 |
| At 31 March | 93 | 1,216 | 62 | 1,017 |

9. Provisions for liabilities and charges

| | Legal claims | Pay progression | Photocopier lease | Total |
|---------------------------------|--------------|-----------------|-------------------|------------|
| | £000 | £000 | £000 | £000 |
| Balance at 1 April 2011 | 127 | - | - | 127 |
| Provided in the year | 214 | 179 | - | 393 |
| Provisions utilised in the year | (178) | - | - | (178) |
| Balance at 31 March 2012 | 163 | 179 | - | 342 |
| Provided in the year | 197 | - | 124 | 321 |
| Provisions utilised in the year | (208) | (36) | (48) | (292) |
| Provisions written back | - | (137) | - | (137) |
| Balance at 31 March 2013 | 152 | 6 | 76 | 234 |

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.

The Board received legal advice during 2011/12 that pay progression may be payable to its staff and made a submission to the Secretary of State for approval to pay this award. Provision was made for the amounts payable. During 2012/13 the Secretary of State informed the Board that the pay progression should be paid to secondees, but not to directly employed Parole Board staff. As a result the portion for Parole Board staff of £137,000 was written back during 2012/13, whilst secondees still at Parole Board were paid the pay progression. The remaining balance represents amounts owed to former secondees who are still eligible to claim this award.

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

All provisions are 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 Corporate Performance 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 Board 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 2013 £000 | 31 March 2012 £000 |
|-------------------------------|--------------------------|--------------------------|
| Payments due within one year | 90 | 90 |
| Payments due within 2-5 years | 43 | 134 |
| Total | 133 | 224 |

There were no commitments falling due after 5 years.

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 £263,000 (2011/12 - £294,000). This is based on analysis of the claims received against historic trends for success rates and average amounts payable, and excludes cases of probable outflow as disclosed in note 9.

The Board has been involved in three appeals in the Supreme Court. It was successful in one and judgments are awaited in the other two. It will be liable for the costs of the other side if it loses. The costs of the other side might be in the range of £100,000-£200,000 for each case. The outcome in terms of liability for costs is expected to be known in the next six months for each of these cases.

14) Events after the reporting period

There are no significant post balance date events.

15) Financial targets

There were no key financial targets for the Parole Board.

16. Losses and special payments

| | 31 March 2013 £000 | 31 March 2012 £000 |
|------------------------------------|-----------------------|-----------------------|
| Compensation payments to prisoners | 87 | 243 |

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 2012 and 31 March 2013

Sir David Calvert-Smith

Sir David Calvert-Smith has been a High Court Judge in the Queen's Bench Division since 2004 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 in 2012)

The Hon Mr Justice Neil Butterfield

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

Dr Tunde Akinkunmi MB, LL.M, MRCPsych

Consultant Forensic Psychiatrist, West London Mental Health NHS Trust. (Appointed 2002, left September 2012)

Her Honour Caroline Alton

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

Simon Ash QPM

Spent the last 30 years working as a police officer in Kent, Hertfordshire and Suffolk. Retired as chief constable of Suffolk Constabulary in February 2013. (Appointed 2012)

Dr John Baird MD, FRCPsych

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

Dawn Baker MA, DipSW

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

Pamela Baldwin

Criminal law solicitor. (Appointed 2010)

Richard Baldwin

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

His Honour Judge Christopher Ball QC

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

Arnold Barrow

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

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)

His Honour Judge Anthony Bate

In practice at Criminal Bar (1988-2007). Circuit Judge since 2007; ticketed to try murder and serious sexual offences. (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 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, HPC

BPS Chartered & HPC Registered Consultant Forensic Psychologist. 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 from 1988 – 2012 in London, Kent and the North East. The last 12 years were spent as a Senior District Crown Prosecutor responsible for the performance of various Units in CPS North East. (Appointed 2012)

Geraldine Berg OBE JP

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

His Honour Judge Neil Bidder QC

Called to the Bar in 1976. QC (1998). Circuit Judge, Wales Region (2004). Committee Member, Council of Circuit Judges. (Appointed 2007, left May 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 Senior Civil Servant at National Youth Justice Board. National safeguarding children specialist, Independent Chair Kent LSCB. Member of UK Health Professions Council. (Appointed 2005)

Nigel Bonson MA (Exon)

Former Chief Inspector, Greater Manchester Police. Has since worked for Government as advisor, trainer and facilitator focusing on crime reduction, drugs, guns and gangs. (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)

Dr Phil Brown MB, BS, MRCPsych

Consultant Forensic Psychiatrist. Ridgeway, Roseberry Park Hospital, Middlesbrough. (Appointed 2008, left June 2012)

His Honour Judge Robert Brown

Circuit Judge, Criminal law at Preston Crown Court (2002 -). 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-practicing). Former Corporate Director, North Norfolk District Council. Former Chair, Norfolk Probation Board. Member of Cambridgeshire, Essex, Norfolk and Suffolk Courts Board. (Appointed 2006)

His Honour Jeffrey Burke BA, QC

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

His Honour Judge Colin Burn

Circuit Judge. A Judge Advocate from 2001 to 2010 and recorder 2003. A barrister for 15 years. British Army Commissioned Officer (1986-1990). (Appointed 2010, left March 2013)

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)

His Honour Frank Chapman

Retired Senior Circuit Judge. Recorder of Birmingham (2007-2009). Resident Judge at Wolverhampton 1997-2007. Assistant member of the Court of Appeal (Criminal Division 2003-2009). (Appointed 2008, left July 2012)

Dr Derek Chiswick MB, ChB, MPhil, FRCPsych

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

Jane Christian BA (Hons), MPH

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

Alison Clark

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

Ian Clewlow BA (Hons), MSW

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

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

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

His Honour Judge Nick Coleman

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

His Honour Paul Collins CBE

Senior Resident Judge at Central London Civil Justice Centre (2001 to 2010); Designated Civil Judge for London Group of County Courts (2001-08); Senior Circuit Judge 2001; CBE 1999; Director of Studies Judicial Studies Board (1997-99); Circuit Judge 1992. (Appointed 2010)

Peter Coltman

Formerly a Senior Police Officer with experience as a Senior Investigation Officer and a divisional commander. Qualified with an MA in the Ethics of Criminal Justice. (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. Formerly senior bank manager and business adviser to Competition Commission.

Formerly board member for learning disability charity and for local Citizens Advice Bureau. (Appointed 2010)

Geoff Crowe BSc (Hons), MSc

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

Dr Andrew Dale BA (Hons) MA PhD

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

Sue Dale

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

Dr Lynne Daly MA MB BChir FRCPsych

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

Malcolm Davidson BA (Hons), BSc, MSc

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

Sue Davies

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

His Honour Judge Simon Davis

Circuit Judge, Iselworth Crown Court (January 2013 – 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 August 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 August 2010)

Annalise Elliott BA (Hons), MSc

Head of Community Safety London Borough of Merton, Board Member Institute of Community Justice Professionals. (Appointed February 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 July 2005)

Joanna Evans

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

Kim Evans OBE

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

Rick Evans

Former Senior Civil Servant. Registered as practitioner Occupational Psychologist. Part-time management consultant. (Appointed July 2005)

Simon Evans LLB

Solicitor. Fee paid Tribunal Judge of the First Tier Tribunal (Social Entitlement Chamber). Deputy Traffic Commissioner North Western Traffic Area. Former Area Director, Her Majesty's Courts Service, Cumbria. Former Justices' Clerk, Barrow-in-Furness & East Cumbria. (Appointed 2007)

The Honourable Mr Justice Roderick Evans

Barrister 1970-1992, Circuit Judge 1992-2001, High Court Judge 2001-Present (Appointed 2012)

His Honour Judge Steven Everett

Circuit Judge sitting in criminal cases (2007 to date). Barrister in criminal work (1989-2007). Solicitor in criminal defence and prosecutions (1981-1989). (Appointed 2010, left 2012)

Jane Everitt

Currently Fitness to Practise panel member for the General Medical Council, Health and Care Professions Council and Nursing and Midwifery

Council. Tribunal Member, First Tier, Health and Social Care Chamber (2002 - ongoing). Solicitor (non-practising) since 1989. (Appointed 2010)

Dr Matthew Fiander

Honorary Senior Lecturer in Forensic Mental Health, St George's, University of London. Tribunal Member, First-tier Tribunal (Health, Education and Social Care Chamber). Panel Chair of the Conduct and Competence Committee of the Nursing and Midwifery Council, Lay Member General Dental Council Fitness to Practise Panel. Lay Member General Medical Council Fitness to Practise Panel. (Appointed 2002, left September 2012)

Kay Fielding

Probation background working as a maingrade officer and a manager in the field/courts & prisons. Seconded to NOMS implemented the 2008 Criminal Justice Act and agreed secretary of state releases in addition to being Head of Post Release Policy. Seconded to Parole Board as Head of Quality Unit in June 2010 until March 2013. (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)

His Honour Judge Daniel Flahive

Circuit Judge (2009) sitting at Croydon Crown Court. Recorder (2003). Barrister (1982-2009). (Appointed 2010, left March 2013)

Sian Flynn

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

His Honour Paul Focke QC

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

Michael Fox

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

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

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

Lucy Gampell OBE

Freelance consultant; former Action for Prisoners' Families Director (1993-2008). MSc, Criminal Justice Policy. Trustee, CLINKS, The Nationwide Foundation and Vice-President of the European Network for Children of Imprisoned Parents. (Appointed September 2009)

His Honour Judge Bill Gaskell

Called to Bar in 1970. In practice: Crime, Family and Civil law. Appointed to circuit bench (1996). (Appointed 2010, left in March 2013)

Philip Geering

Barrister. Previously Director Policy Crown Prosecution Service; Director Strategy & Communications, Independent Police Complaints Commission. Currently non-executive Member legal Service Board, BIS; Internet Watch Foundation Trustee; panellist GMC and Health & Care Professions Council. (Appointed 2012)

His Honour Judge Alan Goldsack QC, DL

Senior Circuit Judge. Resident Judge, Sheffield

Crown Court (2000 to date). Honorary Recorder of Sheffield. (Appointed 2009)

His Honour Judge Rodney Grant

Circuit Judge (1995 to date). Barrister (1970 to 1995). (Appointed 2010, left March 2013)

Kevin Green

Former senior police officer and UK national drugs coordinator for the Association of Chief Police Officers, now working as a freelance consultant specialising in the criminal justice sector. (Appointed 2010)

Laura Green

Barrister. (Appointed 2009, left May 2012)

His Honour Judge David Griffith-Jones QC

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

His Honour David Griffiths

Retired as a full-time judge on 31 July 2009. (Appointed 2005)

Ronno Griffiths

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

Her Honour Judge Anna Guggenheim QC

Circuit Judge sitting at Isleworth Crown Court and Central London County Court, 2006 to date. Appointed Recorder, South Eastern Circuit in 2002.

Appointed QC in 2001. Practising barrister 1982-2005. (Appointed 2010)

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 Honour Judge Carol Hagen

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

James Haines MBE

Former College Principal. Research Consultant, International Centre for Prison Studies. Member 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 (1959-1980) (Appointed 2010)

Mary Handley

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

Alan Harris

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

Eliza Harris

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

Peter Haynes

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

Kirsten Hearn

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

His Honour Judge Roderick Henderson

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

Matthew Henson

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

Andrew Henwood

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

Glyn Hibberd

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

Julia Higginbotham

Forensic Psychologist registered with the HPC. Over nine years previous experience with the Prison Service, specialising in the assessment and treatment of domestically violent offenders, including role as a national trainer for the HRP. (Appointed 2011)

Debbie Hill

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

His Honour David Hodson

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

John Holt

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

His Honour Judge Stephen Holt

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

Joanna Homewood CPsychol, MSc, BA

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

His Honour Judge Toby Hooper QC

Circuit Judge (2007 to date). Queen's Counsel since

2000. Previously in practice as a barrister from 1973. Member, General Management Committee, Bar Council (2003-2005). (Appointed 2010, left March 2013)

His Honour Judge Mark Horton

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

Jane Horwood QPM

Former Police Chief Superintendent. Worked as a Divisional Commander for Worcestershire and led the local Women's Network setting up a mentoring scheme offering guidance and support for women in the organisation. (Appointed 2010)

Liz Housden

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

Phillip Hughes

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

Becky Hunt BA (Hons), MA Social Work

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

Claire Hunt

BPS Chartered & HPC Registered Consultant Forensic Psychologist. Associate Fellow of the BPS. Experience in HM Prison Service, Forensic Mental Health Services. Currently working as independent consultant in forensic and family proceedings (Appointed 2011)

Dr Mike Isweran

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

John Jackson

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

Pat Johnson

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

His Honour Geoffrey Kamil CBE

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

Her Honour Judge Louise Kamill

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

Mary Kane

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

Chitra Karve

Full time Member and Director of Performance and Development. Practising solicitor and Committee Member, Education and Training Committee, Solicitors Regulation Authority. (Appointed 2010)

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

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 and Employment Tribunal. (Appointed 2010)

Martin King JP, BA, DMS

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

Dr Sian Koppel

Consultant Forensic Psychiatrist, Regional Medium Secure Unit, South Wales. (Appointed 2006, left September 2012)

Mark Lacey

Retired Detective Superintendent with Northamptonshire Police. (Appointed 2010)

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

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

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

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

The Rt Hon Sir David Latham

Chairman from February 2009. Formerly Vice-President, Court of Appeal (Criminal Division) (2006-09). Lord Justice of Appeal (2000), High Court Judge (1992). Presiding Judge for the Midland and Oxford Circuit (1995-99), member of the General Council of the Bar (1987-92), member of the Judicial Studies Board (1988-91). (Left in May 2012)

Heidi Leavesley

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

Dr Sharon Leicht

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

Susan Lewis MBA, BA(Hons), DipSW

Former senior manager housing care and support services (2005 – 2010). Former Assistant Chief Probation Officer (London) (1990-2004). (Appointed 2010)

His Honour Crawford Lindsay QC

Retired Circuit Judge. (Appointed 2008)

Robin Lipscombe JP

Magistrate North & East Herts Bench. Formerly Vice Chairman Hertfordshire Police Authority and Chair Hertfordshire Probation Board. Independent member of the Parole Board 2000-2010. Parole Board appraiser and mentor 2010-12. (Reappointed 2012)

His Honour Judge Shaun Lyons

Judge. (Appointed 2010)

His Honour Judge Charles MacDonald QC

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

His Honour Judge Kerry Macgill

Retired Judge (in September 2012), Leeds Crown Court (2000-Present). (Appointed 2009)

Rob Mandley MSc, MA

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

Bill Mayne

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

Bryan McAlley QGJM, BSc(Hons), CQSW

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

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

Management and communications consultant. Deputy Chair and NED, Buckinghamshire Healthcare NHS Trust. Lay Assessor for NHS National Clinical Assessment Service. Member of MPTS Fitness to Practise panel. Formerly senior

manager in large corporates - financial services and communications. (Appointed 2009)

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. (Appointed 2012)

Dr Rafiq Memon MB ChB, MRCPsych, LLM

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

His Honour Judge Christopher Metcalf

Circuit Judge. (Appointed 2010)

Melanie Millar BA (Hons), MSc, MSW

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

Sarah Miller

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

Tom Millest

Former Chief Inspector in the Metropolitan Police Service, retiring in 2009 after 30 years; specialist in public order, major incidents and corporate IT projects for last 10 years of service. 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 Judge John Milmo QC

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)

His Honour Judge David Mole QC

Circuit Judge, Harrow Crown Court (2002). Authorised to act as a High Court Judge in the Administrative Court (2004). Legal Member of Lands Tribunal (2006). Judge of the Upper Tribunal (2009) (Appointed 2003, left March 2013)

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, MRCPGP, DCH, PGDL/CPE

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

Lorraine Mosson-Jones

A chartered forensic psychologist registered with HPC, has worked in the community & secure settings currently practises independently. (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). Non-executive Chair of the Board of Your Homes Newcastle Ltd. (Appointed 2010)

David Mylan BSc, LLM

Solicitor. Part-time Tribunal Judge MHRT. (Appointed 2009)

Celeste Myrie

Probation, HCPC lay panel member (Appointed 2009)

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

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

Glyn Oldfield

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

His Honour Judge Robin Onions

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

His Honour Richard O'Rorke

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

His Honour Judge Michael O'Sullivan

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

His Honour Judge Tudor Owen

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

Judge Alan Pardoe QC

Circuit Judge from 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. (Appointed 2010)

Barbara Parn BSc (Hons) CQSW, MSc, DMS

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

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

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

Steve Pepper MA, BA (Hons)

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

Cedric Pierce JP

Director, BRB (Residuary) Ltd. Formerly worked in rail industry and Director, South Eastern Trains (Holdings) Ltd, (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. Now works for the MoD, reviewing the quality of crime investigations by the military police. (Appointed 2010)

Sue Power

Thirty years' operational experience in the Probation Service as a probation officer and senior

probation officer. Seconded to NOMS HQ for the last five years. (Appointed 2010)

His Honour Judge Stephen Powles QC

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

Caroline Preston CPsychol AFBPsS

Chartered Clinical and forensic Psychologist, Registered Psychologist and Psychotherapist. Previously Principal Psychologist and Head of Unit for HMPS and also Senior Psychologist for Scottish Prison Service. Currently also Gender Specialist working for Northumberland Tyne and Wear NHS Trust (Appointed January 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 2010)

His Honour Judge David Pugsley

Circuit Judge (1992 to date). Barrister (1968-1985), Chair of Employment Tribunal (1985-1992). (Appointed 2010, left April 2012)

Dr Andrew Purkis OBE

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

Emma Pusill BA (Hons)

Commercial experience gained in marketing and business development. Trust Member, Avon & Somerset Probation Trust. Vice-Chair, United World Colleges Great Britain National Committee. (Appointed July 2006)

Tony Raban MA, MBA

Former Chief Probation Officer Leicestershire & Rutland (1995-2001). Regional Probation Manager East Midlands (2001-2006). (Appointed 2005, left May 2012)

Alan Rayner BSc, MBA, JP

Retired Assistant Area Commander (Operations) Fire Service. Magistrate, Ex-Non-Executive Board Member, Probation Service. (Appointed 2006)

Colin Reeve, JP

Formerly Civil Service manager for 22 years and has served as a Magistrate for 20 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)

Dr Lauren Richards, BSc (Hons), MA, Clin Psy D, CPsychol

Consultant clinical and forensic psychologist. Currently working at Ardenleigh, women's medium secure unit. Previous experience working in a men's medium secure unit and undertaking in-reach work in various prisons. (Appointed 2009, left March 2013)

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 Gordon Risius, CB

Circuit Judge since 2003, currently Resident Judge, Oxford Crown Court. Solicitor (1972), served Army Legal Services 1973-2002 (as Director, 1997-2002).

Vice-President, Immigration Appeals Tribunal (2003-2005). (Appointed 2010, left March 2013)

His Honour Judge Stephen Robbins

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

His Honour Jeremy Roberts QC

Retired Judge at Central Criminal Court (2000 to 2012. Queen's Counsel since 1982. Called to the Bar (Inner Temple) in 1965 a member of the Press Complaints Commission. (Appointed 2010)

Jon Roberts MA, BSc ECON

Solicitor; Tribunal Judge, Social Entitlement Chamber; Associate Lecturer in Youth Justice, Open University; Registration/Conduct Committee Chairman, General Social Care Council. (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). (Appointed 2010)

Sally Rowen, LLB (Hons), MSc

Attorney at law, specialising in death penalty defence. Case Review Manager at the Criminal

Cases Review Commission (2004-2009), and previously Legal Director at Reprieve, a human rights charity. (Appointed 2010)

Ellie Roy

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

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-, 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. (Appointed 2010)

Deep Sagar

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

Peter Sampson

Former Chief Probation Officer, South Wales; Avon; Gwent (1993-2003). Non Executive Member,

Aneurin Bevan Health Board 2009. (Appointed 2005)

His Honour John Samuels QC

Retired Circuit Judge. President, Prisoners' Education Trust. Chairman, Criminal Justice Alliance. Trustee, Howard League for Penal Reform (Chair, Legal Management Committee). (Appointed 2005)

Kate Saward

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

Dr Heather Scott

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

Jean Sewell

Senior crown prosecutor, Cambridgeshire. Trial lawyer - private practice mediator. Part-time university lecturer. (Appointed 2010)

Sajda Shah

Professional Advisor to CEOs in the charity sector and a serving magistrate on the North East London Bench. Has a keen interest in health issues and is a member of the Women's Network at the Royal College of Obstetricians and Gynaecologists Board and sits on the Research and Ethics committee of the Health and Safety Executive. Currently teaches the Medsoc course to Year 1 Medical Students studying at Barts and the London School of Medicine. (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 (1971 to 2010). (Appointed 2010)

His Honour Sir Mota Singh QC

Judge. (Appointed 2009, left August 2012)

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

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

His Honour Leslie Spittle

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

His Honour Judge Martin Stephens QC, MA (Oxon)

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

Alison Stone

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

Nigel Stone

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

Jennie Sugden

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

Carol Swaffer LLB

Solicitor (non-practising). Specialist in competition law, advising both in private practice and the public sector. (Appointed 2005)

His Honour Judge Jamie Tabor

Circuit Judge (2003 to date). Joined Criminal Bar in 1974. In chambers of JC Mathew QC until 1991 then Albion Chambers. QC 1995. (Appointed 2010, left December 2012)

Kay Terry

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

Elana Tessler

Lay Associate Member, Fitness to Practise Panels, General Medical Council; Lay Member, Fitness to Practise Panels, General Dental Council. (Appointed 2005)

Tony Thake JP

Local community leader and magistrate. 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. Currently conducting postgraduate research in criminology. (Appointed July 2005)

Jo Thompson

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

Rosemary Thompson MA, LL.M, LPC

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

Jane Thomson MAEd, BEd(Hons), ChMCIPD

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

His Honour Charles Tilling

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

Helen Trinder

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

James Tucker

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

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

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

His Honour Judge James Wadsworth

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

Adrian Walker-Smith

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

Aruna Walsh BA (Hons) and Diploma in Marketing

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

Dr Mary Walsh

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

His Honour Judge Philip Wassall

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

David Watson

Former Prison governor and subsequently worked for the private sector in the fields of criminal and social justice. Has undertaken some work in the voluntary sector. (Appointed 2012)

His Honour Judge Nicholas Webb

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

Helen West

Chief Executive Officer of Leicestershire and Rutland Probation Trust. (Appointed 2007)

Alan Whiffin

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

Denise White

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

His Honour Judge Graham White

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

Dr Helen Whitworth MBChB, MSc, MRCPsych

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

Bernadette Wilkinson

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

Anne Williams BA(Hons) MSc CPsychol AFBPsS

Chartered Forensic Psychologist, HPC registered. Previously Regional Principal Psychologist, NOMs: Public Sector Prisons for over 8 years. Applied experience in NHS and Probation Service. (Appointed 2011)

Patricia Williamson CIPD

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

Sarah Wilson

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

His Honour Judge Scott Wolstenholme

Circuit Judge. Also a Judicial Studies Board tutor judge (1995 to date) Chairman, Industrial Tribunals (1992-1995). (Appointed 2010)

His Honour Judge Paul Worsley QC

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

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, Grenadier House, 99-105 Horseferry Road, London SW1P 2DX.

Glossary

| | |
|-----------------|-----------------------------------------------------------|
| C&AG | Comptroller & Auditor General |
| DCR | Discretionary Conditional Release |
| DEP3 | Database Enhancement Project |
| DPP | Detention for Public Protection |
| ECHR | European Convention on Human Rights |
| EDS | Extended Determinate Sentence |
| EPP | Extended Sentence for Public Protection |
| ESP | Extended Sentence Prisoner |
| FOI | Freedom of Information |
| GPPd | Generic Parole Process for determinates |
| GPPi | Generic Parole Process for indeterminates |
| HMP | Her Majesty's Prison |
| ICM | Intensive Case Management |
| iip | Investors in People |
| IPP | Indeterminate Sentence For Public Protection |
| JR | Judicial Review |
| JRP | Joint Review Panel |
| LASPO | Legal Aid Sentencing and Punishment of Offenders Act 2012 |
| LED | Licence Expiry Date |
| MOJ | Ministry of Justice |
| NAO | National Audit Office |
| NDPB | Non-Departmental Public Body |
| NOMS | National Offender Management Service |
| OASys | Offender Assessment System |
| PAC | Public Accounts Committee |
| PAT | Probation Advisory Team |
| PCS | Professionalising Casework Skills (project) |
| PED | Parole Eligibility Date |
| PPCS | Public Protection Casework Section |
| PPUD | Public Protection User Database |
| SDS | Standard Determinate Sentence |
| SED | Sentence Expiry Date |
| SoS | Secretary of State for Justice (Justice Minister) |
| VLO | Victim Liaison Officer |



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