

# **the Parole Board for England and Wales**

## **Annual Report and Accounts 2015/16**

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

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

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The Rt Hon Elizabeth Truss MP  
Lord Chancellor and Secretary of State for Justice  
Ministry of Justice  
102 Petty France  
London, SW1H 9AJ

21 July 2016

Dear Justice Secretary

I have pleasure in presenting to you the Parole Board's Annual Report and Accounts for 2015/16.

The report describes the work of the Parole Board under the leadership of my predecessor Sir David Calvert-Smith, who left office at the very end of the reporting period. Sir David successfully guided the Parole Board through a very tough period and as you will see from this report, has bequeathed an organisation that is in an increasingly strong position to respond to the new and exciting challenges ahead. I am grateful to Sir David for all the work he has done and the graceful and generous way he has helped me settle into my role as his replacement. I thank also the former and current members and staff whose work is described in this report.

We are now in a position to focus much more on the outcomes of the Parole Board's work and the contribution we can make to wider reforms of the prison system. In 2016/17 we will develop and consult on a new strategy which will set out how we intend to do this and our report next year will set out our progress in doing so.

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

Yours sincerely



Professor Nick Hardwick  
Chairman



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# **1. Foreword by Sir David Calvert-Smith**

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## Chair Sir David Calvert-Smith

I ended the Foreword to last year's Annual Report by saying it was my last. However, I am once again privileged to be introducing this Annual Report, following a further extended period as Chair. I can sincerely say that this one will really be my last and that by the time this report is published, I will already have handed over to Nick Hardwick as the new Chairman.

The Parole Board has continued to make progress by maintaining the drive to make its systems more efficient and to ensure that cases receive, but only receive, the resources they require for individual panels to make informed and just decisions. The Member Case Assessment process is now well embedded, and a new and fairer fee structure for members has been implemented. Within the new processes the efforts of members, caseworkers, and our outstanding listing team have been exceptional.

The Parole Board's unusual structure has evolved over a number of years as the result of a combination of Parliamentary decisions and reactions to court judgments. The Parole Board has made great efforts, guided by the Triennial Review and its own internal consultations, to create structures and relationships which ensure that the inherent challenges for an organisation whose statutory governance lies with its members, but for which financial responsibility lies with its Accounting Officer, are reduced to the minimum. Those new structures were in their infancy by April 2015. They have now been in operation for more than 12 months and are working well.

The new Management Committee has been a great success with its blend of experience and the new blood of the Non-Executive Directors. The Parole Board has seen a change of hands in a number of senior roles. All the new appointees "hit the ground running" with the result that business delivery was maintained throughout the year.

Another positive development has been the emergence of the Members' Representative Group. This has made a very auspicious start and the Board owes those members who have taken the trouble to put themselves forward to it, a great debt of gratitude. I hope that it will continue to play the important and useful role which it has played during its first 12 months.

The three sub-committees – Standards, Review and Audit and Risk – are also "under new management" and are playing an important role in assisting the Parole Board to meet the challenges it faces from a huge workload and a limited budget.

The Joint Review Panel and the Parole Board Users Group have continued to provide the opportunity for us to discuss the many issues which cross the boundaries between our various stakeholders and to collaborate in tackling those issues.

We were grateful for the close interest in our work taken by our responsible Minister, Andrew Selous, and grateful too for the fact that his ministerial responsibility for us survived the changes following the general election in May 2015. We were also grateful to the Lord Chief Justice for the continuing opportunity to meet and discuss issues of general interest to the Courts and the Parole Board.

The Parole Board's progress in dealing with the victims of the offenders whose cases we hear was given a special focus with a dedicated project to improve the experience of victims. It will always be difficult to strike the balance between the right of the victim to contribute to the material considered by a Parole Board panel and the need for each panel to carry out the statutory obligation of assessing the risk posed by the offender at the time of the hearing. However, we have benefited enormously from working closely with victims' groups, policy and practice specialists and the Victims' Commissioner's office to improve the position.

I suspect that the public at large remains largely unaware of our work and of the critical, often very difficult decisions members make daily up and down the country. These decisions really matter to victims, prisoners and their families, as well as the public at large. I would like to express my gratitude, admiration and thanks for the humanity, dedication and expertise displayed by the members who hear the cases and the staff who prepare them.

I am confident that the Parole Board under its new Chairman is in excellent hands and that it is ready to face the challenges of the coming year.



**Sir David Calvert-Smith**  
**Chairman (outgoing)**

18 March 2016



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## **2. Performance Report**

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## a. Overview

### i. About the Parole Board

#### What is 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 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 controls, 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 Parole Board, while effectively managing change.

#### What are the responsibilities of the Parole Board?

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 (ISP)

These include life sentence prisoners (mandatory life, discretionary life and automatic life sentence prisoners and Her Majesty's Pleasure detainees)

and for those prisoners given indeterminate sentences for public protection (IPP), prior to its abolition in 2012. 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 from prison following recall for a breach of their licence conditions (the rules which they must observe upon release).

In some cases, if the prisoner is not considered safe to release, the panel will advise the Secretary of State for Justice (SSJ) 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; prisoners given an extended determinate sentence (EDS) after 3 December 2012; and prisoners given a Sentence of Particular Concern (SOPC) on or after 13 April 2015, who have committed a qualifying offence. The Parole Board directs the release of those who have completed the minimum time they must spend in prison and whom the Parole Board has considered safe to release into the community. The Parole Board also decides whether determinate prisoners referred by the SSJ 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 National Offender Management Service (NOMS) provide the Parole Board with 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 personal statement (VPS). There will usually be representations from the prisoner or their legal representative.

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

### **Paper hearings**

All cases are reviewed at the paper stage, irrespective of sentence type or review category, by a single Parole Board member who is Member Case Assessment (MCA) accredited. In some cases the member will decide the outcome without the need for an oral hearing; alternatively, the member may send the case to a full oral hearing (where a panel will hear oral evidence from witnesses and meet the prisoner).

Where the case is decided on the papers, the decision is only provisional, as the prisoner will have 28 days in which to either accept the decision or present a request for the case to be further reviewed at oral hearing. There is no automatic right for an oral hearing and the request will be considered on its merits, taking due regard of fairness to the prisoner.

### **Oral hearings**

These normally take place in the prison where the prisoner is held but the Parole Board is making more use of improved technology, and on most working days some hearings will be heard via a “hub room” at its headquarters, where the panel will video-link into the prison. Video-link and teleconferencing is increasingly also used to hear evidence from witnesses who are unable

to attend the prison in person, where deemed suitable or practicable.

Between one and three members may sit on an oral hearing panel, depending on the need and complexity of the case. One member will be appointed as the Panel Chair. Where the circumstances of the case warrant it the panel will include a psychologist or psychiatrist member.

In addition to the prisoner and the panel, others who may be present include the legal representative of the prisoner, witnesses such as the prisoner’s Offender Manager or Offender Supervisor, and other prison based staff such as psychologists or psychiatrists, key workers or someone from the Chaplaincy. There will sometimes be a Secretary of State’s Representative who will represent the SSJ and the victim. The victim might also be in attendance in order to present their victim personal statement.

Whilst these hearings are held in private, the panel may also allow the attendance of observers, for example, from the probation service or legal profession, as part of professional development, or a member of the prisoner’s close family, providing all parties are in agreement.

### **The Members**

Parole Board decisions are made by members who are public appointees. A full list of our current membership and their background can be found on page 81 of this Annual Report.

All Parole Board members are accredited and periodically appraised for the particular work that they undertake.

### **The Secretariat**

Alongside and supporting the members, lies the Parole Board Secretariat. The Secretariat is made up of four Directorates: Business Improvement and Development; Member Development and Practice; Operations; and Corporate Services and Legal. All directors report to the Chief Executive.



## ii. Chief Executive's Review of the Year Martin Jones

This is my first review for the Parole Board after taking up post in October 2015. I think the first thing to do is pay tribute to those members of the Senior Management Team who moved on during the year: Claire Bassett, the former Chief Executive to whom the Parole Board owes a huge debt of thanks for seeing it through a Triennial Review and the impact of the *Osborn, Booth and Reilly* judgment; Martha Blom-Cooper, whose service to the Parole Board, both as member and Director over many years, must be almost unequalled; and Sir Neil Butterfield the Vice-Chair, who has supported successive Chairmen since 2004.

I would like to thank Cedric Pierce for offering his wisdom and advice on governance matters and pay tribute to his time covering the Vice-Chair position following Sir Neil's departure. I know Sir David valued his support and contribution, and Cedric will no doubt be a great help to Nick as our new Chairman.

A number of other key long-serving staff left during the year who between them gave almost 30 years of service: Natalya O'Prey, Legal Adviser, Jonathan Twidle, Senior Operations Manager and Jacob Asare, IT Specialist.

I spent the first few months taking stock of where we were and building up the new Senior Management Team. With the support and guidance of both Stephanie McIntosh, Director of Member Development and Practice and Miranda Biddle, Director of Operations we welcomed both Faith Geary and Nigel Patterson to the team as Directors of Business Improvement and Development, and Corporate Services respectively.

Our first job as the new Senior Management Team was to look at our existing work in progress and identify the priorities and objectives for the future. Out of this work we developed an 18-month plan to take us to April 2017. This work is progressing well and we are on track to achieve the very stretching and ambitious targets we set ourselves. Our plans include action to reduce the number of outstanding cases and a reduction in delays, as well as plans to modernise the way we work.

Working collaboratively with our stakeholders has to be key to smarter and more efficient delivery of our work and a tremendous amount has gone into engaging with as many as possible. We have established strong links with senior contacts within the National Probation Service (NPS) and have identified a wide range of initiatives to take forward. We also continue to work closely with colleagues within the Public Protection Casework Section (PPCS) and the Prison Service, particularly around innovative ways of working, for example improved facilities for video-link and teleconferencing within prisons.

Without such collaboration we could not have turned oral hearing listing figures of 440 cases per month (September 2013) into excess of 700 cases per month (September 2015) from being the exception to becoming business as usual.

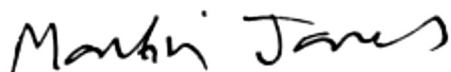
We are reaching out to organisations and experts who can help us ensure prisoners who are unable to secure legal representation have as much information and guidance as possible. We meet quarterly with representatives of the Association of Prison Lawyers to look at the challenges they face and how we can find solutions.

I am particularly pleased with the work to look at improving services for victims engaged in the parole process, and one of my first meetings as CEO was with the Victims' Commissioner. This work is recorded more fully later on in the report.

In March 2016 we launched a feedback survey inviting all stakeholders to comment and offer views on our service, particularly in relation to oral hearings. I am looking forward to reviewing the results and to see how they can shape and improve our practices as we move into the new reporting year.

The Parole Board has faced real challenges over recent years. It is interesting to reflect that the number of oral hearings completed has increased five-fold over the last ten years, and nearly doubled over the last five. Both staff and members have risen magnificently to the challenge caused by the general increase in work and the huge range of changes we needed to make.

This year has been one of real delivery and I have every confidence that the Parole Board is now in a great position to build on where it ended the year and ensure continuous improvement drives all our progress in 2016/17.



**Martin Jones**

**Chief Executive and Accounting Officer**

11 July 2016

### iii. Non-Executive Directors

As part of the new governance arrangements introduced in early 2015, three Non-Executive Directors were appointed to bring in fresh viewpoints and provide external challenge to our business. We asked them to tell us in their own words about their background and set out some of their thoughts on what was important to them in their role on the Management Committee.

#### Caroline Corby



I was appointed as a Non-Executive Director of the Parole Board Management Committee in March 2015. I am also a member of the Audit and Risk Committee and the Review Committee, which undertakes detailed reviews of decisions taken by the Parole Board in the sad circumstances when a released prisoner goes on to commit a serious further offence.

Over the years I have worked in both the private and the public sector. For 13 years I worked in private equity in the City. My public sector work has been mainly in criminal justice and regulation. I have been chair of London Probation Trust, an organisation that prepared pre-sentence reports for courts, supervised offenders on licence and provided advice to Parole Board hearings. I have also been a magistrate. I am currently a Non-Executive Director of the Criminal Cases Review Commission (CCRC), which reviews possible miscarriages of justice, and Children and Family Court Advisory and Support Service (CAFCASS), which safeguards the welfare of children in the family courts. I also Chair hearings for two health regulators and I am Chair of the Intellectual Property Regulation Board.

The key roles of a Non-Executive Director are to help shape an appropriate strategy, hold the Executive Team accountable for delivering on the agreed strategy and to ensure high governance standards. I hope that my mixture of private and public sector experience helps me to be effective in the role. This year the Management Committee has been focused on reducing the number of outstanding cases, whilst ensuring that we maintain high quality standards. It has been great to see the progress that has been made and the ambition that the Parole Board has to make further improvements in 2016/17.

## Julian Lee



I was appointed as a Non-Executive Director of the Parole Board Management Committee in January 2015. I am also the Chair of its Audit and Risk Committee (ARC). I am a Chartered Accountant with the necessary relevant financial experience.

I was a partner in one of the global accountancy firms and then left to work in industry where I was the Chief Executive of four different organisations both publicly listed and private.

I have worked in a wide range of public sector organisations as a Non-Executive Director or Chair. These include the Maritime and Coastguard Agency, the NHS and the Legal Services Commission. I was a Non-Executive Director at The Financial Ombudsman Service for ten years. I am a member of the General Medical Council. I was a magistrate for 15 years.

In my role as Chair of the ARC I ensure the Management Committee is provided with independent assurance on the effectiveness of arrangements to ensure the:

- Integrity of the financial statements;
- Effectiveness of the systems of internal control, governance and risk management; and
- Adequacy of both financial and external audit services.

The key activities during the year were to oversee the delivery of the internal audit programme, scrutinising all audit findings and monitoring how the Executive were implementing any recommendations; challenging the risk register and framework; and consideration of the corporate key performance indicators.

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## Dale Simon



I was appointed as a Non-Executive Director in February 2015. I am also the Chair of the Standards Committee which has responsibility for advising the Parole Board on issues relating to the standard and quality of Parole Board work and the support and development needs of Parole Board members.

I have worked in the Criminal Justice System for 30 years; I began my career as a defence barrister and then moved into the public sector where I held a variety of strategic and operational roles specialising in equality and diversity and professional standards including the Head of the Office of Judicial Complaints and the Director of Public Accountability and Inclusion for the Crown Prosecution Service. I currently chair two charitable organisations, and run my own consultancy business specialising in organisational equality and diversity 'health checks', bespoke diversity and inclusion programmes and workplace mediation.

During my first year with the Parole Board, in addition to my role on the Management Committee where I helped to shape the Parole Board's strategy and scrutinise progress, I advised the Parole Board on the development of the new Equality and Diversity Steering Group and supported a number of senior recruitment and assessment processes including the extension process for the 2005 members cohort and the interim and CEO recruitment exercises.

The Standards Committee successfully oversaw the revision of the member Code of Conduct and the member Complaints Policy and have set out a challenging programme of priority projects for consideration over the coming year.

The Parole Board has made real progress this year in terms of its governance structures and performance and I look forward to contributing to an equally successful 2016/17.



#### iv. Risk Management

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

The Parole Board maintained a corporate risk register which was reported to each meeting of the Audit and Risk Committee. A summary is detailed below.

##### Summary of Corporate Risks 2015/16

- The Parole Board is unable to meet its existing or growing workload so backlogs grow and delays are increased;
- Inadequate resource levels: staff, corporate services, funding. One or more of these prevents the Parole Board fulfilling its functions properly;
- Member resource is unable to deliver activity as required;
- Stakeholder(s) unable to provide required information or support;
- Serious further offences are committed by an offender released by the Parole Board or whose move to open conditions was on the Parole Board's recommendation; and
- Officials, Ministers or Courts change policy or law which impacts the Parole Board without appropriate consideration of the consequences for the Parole Board.

This was a reduction on risk areas from 2014/15, as new governance arrangements were implemented, Recall Adjudicators (an initiative by a former Secretary of State) were not introduced and other identified risks, which overlapped, were incorporated into the six main corporate risks above.

Risk workshops were held in November 2015 and February 2016 by the Management Committee where it was agreed to reference the work as the Strategic Risk Register. Risks were condensed to five key areas for 2016/17.

#### v. Going Concern

The Parole Board's future costs are expected to be met by future grant-in-aid from its sponsoring department, the Ministry of Justice, which has included the Parole Board's grant-in-aid for 2016/17 in its estimates. The Parole Board's accounts are therefore prepared on a going concern basis.

#### vi. Financial Review

The total net expenditure by the Parole Board was £16,103,000 (2014/15 £14,995,000).

There was an increase in staff and members' costs as the Parole Board adapted to increasing demand for more resource intensive and costly oral hearing work.

There was also an increase in litigation costs which account for the overall increase in 2015/16 costs. As grant-in-aid is credited to reserves rather than recognised as income, the Parole Board's financial statements reflect the expenditure to be financed by grant-in-aid.

The Statement of Financial Position shows total accumulated deficit reserves of £1,354,000 as at 31 March 2016. This resulted from a reduction in grant-in-aid allocation.

# b. Performance Analysis

## 2015/16 – a year of delivery

### i. How we Performed

#### Introduction

2014/15 was focused on ensuring we responded to the changes and needs of our business, which involved a wide range of reviews of processes and practices and challenging ourselves to look at every aspect of our work.

2015/16 focused on embedding those new ways of working already implemented and delivering advances and enhancements to ensure we continuously improved systems and processes. We particularly looked to work in collaboration with other organisations involved in parole work to find shared solutions to some of the challenges within the system.

The development of an 18-month plan provided a framework to deliver against and to identify priorities and pinpoint where to focus resources.

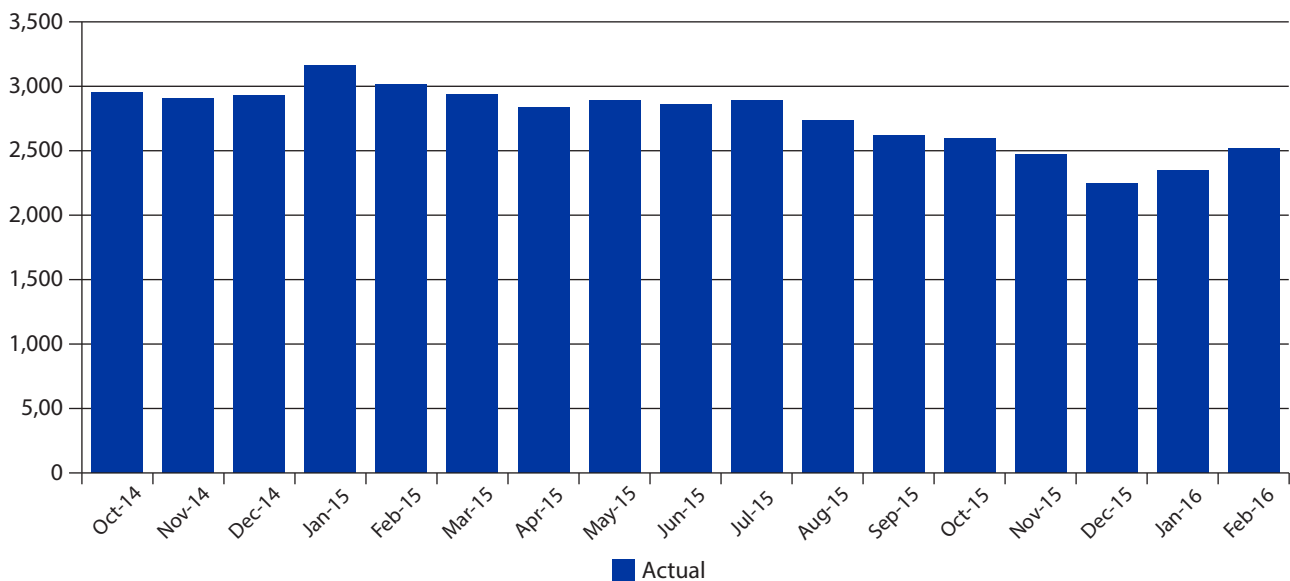
Tackling the outstanding cases and reducing delays for prisoners waiting for oral hearings continued to be a priority and was a key aim of the majority of initiatives and improvements.

#### Casework

The first half of the year showed sustained evidence of a trend in reduction of the outstanding case list, as well as improved performance on reducing deferrals. In January 2015 the outstanding case list was running at 3,163 but by the end of this reporting year it had been reduced by over 700, to 2,445.

This was welcome news but there was still a long way to go and progress was sometimes uneven. The table below shows progress through the year.

#### Generic Parole Process: Cases Outstanding



Member Case Assessment (MCA), the single case management system for reviewing all cases on the papers, irrespective of sentence type or case type, was fully implemented at the start of the year and was the only paper case management system in operation throughout the year.

MCA kept pace with demand and we did not see any backlog of cases waiting to be reviewed on the papers during the reporting year. In total the MCA members reviewed 15,706 cases across the year, almost averaging 4,000 each quarter.

Those cases that could effectively be concluded on the papers, without requiring an oral hearing, were dealt with in a timely fashion, and the majority of all MCA assessments were completed within the eight day timeframe.

Where cases were deferred or adjourned, this was mainly for additional papers or information that then allowed the case to continue to conclusion or progress to oral hearing.

Demand for oral hearings remained consistently high throughout the year and in quarter one, the number of scheduled oral hearings was up by 400 for the same period last year. We saw a consistent level of scheduling over 2,000 oral hearings each

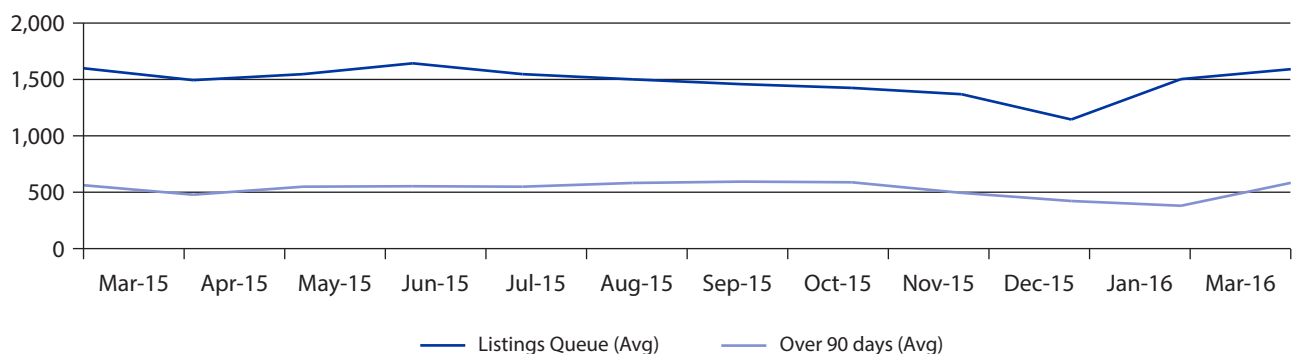
quarter and, whilst this fell slightly for actual conducted hearings, the total number conducted over the year was still the highest ever recorded at 7,148.

One of the primary concerns was the increasing queue of cases deemed ready to be heard at oral hearing, but where the system simply did not have the resources to hear them. This peaked in June 2015 with 1,643 cases awaiting an oral hearing, but began to reduce over the next few months and was at 1,145 in December 2015. However, it increased in the last quarter and ended the year on 1,604. Of most concern were those cases waiting for more than 90 days for an oral hearing date to be scheduled. The table below shows progress through the year.

Whilst this queue was concerning it did evidence that cases were progressing through the preparation stages more swiftly, and was a result of focused attention on ensuring the MCA process was as efficient as possible, and that operational staff were actively managing cases.

The initial improvements were achieved against tighter controls on spending, which had impacts across membership numbers, rolling out new technology and recruiting operational staff.

### Listings Queue



However, working with NOMS colleagues, we saw an increase in more innovative and cost effective ways to provide evidence at oral hearings, for example increased use of video-link and teleconferencing, where suitable and available.

It is clear that the focus of attention will need to shift to where the bottleneck of demand for oral hearings is in the coming year.

### **Working Collaboratively**

Work began in 2015 on developing a comprehensive engagement plan with all those involved in the parole process. There was a focus and renewed energy in identifying areas to work collaboratively, to assist in delivering the 18-month plan.

We actively contributed with other participants in the wide ranging review of the parole process commissioned by the Secretary of State for Justice (SSJ). This review comprehensively examined issues ranging from immediate opportunities for improvements to a wider root and branch review encompassing sentencing, potential legislative changes through to provision in prisons. We also provided detailed input and comprehensive advice to Ministers on the parole system, through our membership of the Parole System Review Board.

We continued to meet with the Association of Prison Lawyers (APL), the Howard League for Penal Reform (HLPR), and Prisoners' Advice Service (PAS), through the quarterly Parole Board User Group (PBUG).

We developed effective partnerships with the National Probation Service (NPS), who also attend PBUG. We have contributed to improved guidance and training for Offender Managers on risk management plans, including online training modules, and guidance and training for our staff,

members and Victim Liaison Officers (VLO) on victim issues. In December 2015 we started to develop regional member liaison points for the NPS, who will support the roll out of the training. We worked with support groups such as KeyRing, and the Prison Reform Trust (PRT) to develop more accessible information for prisoners.

We also worked closely with colleagues in the Public Protection Casework Section (PPCS) to forecast peaks and troughs in referrals and work together to reduce bottlenecks across the system and accommodate fluctuations in demand within existing resources. We provided feedback on a number of consultations for new policy and instructions including the provision of healthcare reports, wider information sharing within the parole process and teleconferencing and video-link facilities across the prison estates.

We welcomed a number of international visitors to share good practice and assist in advising them to develop their own parole systems, and these included delegates from Cyprus, Australia, Uganda and Singapore.

We know that things do not always go according to plan and spent some time reviewing and updating our complaints policies and processes. In developing our complaint handling, we followed guidance and recommendations from the Parliamentary and Health Service Ombudsman, the Victims' Commissioner's review of complaints by victims, and existing NOMS guidance for prisoners.

The revised Complaints Policy was published in January 2016, which included a new complaint form that can be used when submitting a complaint, and a dedicated email address specifically for submitting complaints. Information on complaints can be found on page 33 and 34.

## Victims

We recognised that we needed to do more to help victims understand the parole process and the role that a Victim Personal Statement (VPS) can play in it.

In late 2014, we set up an internal working group of staff and Parole Board members to identify how we can improve the victim experience of what is a sensitive and difficult process. This group developed an information booklet for victims which was sent to relevant agencies, the Victims' Commissioner, the Ministry of Justice Victims' Panel and various victims' groups for feedback. Following this detailed consultation the final version was published in May 2015.

The working group identified a number of important pieces of work still to be undertaken, some of which are outlined below, and a dedicated project manager was appointed in July 2015 to deliver these during 2015/16.

We have consulted with Parole Board members on improving the internal guidance for members and identifying best practice, which includes new advice on exclusion zones, licence conditions, unrepresented prisoners and a Chair's good practice checklist for oral hearings, when a victim attends.

We have reviewed procedures where applications from the SSJ are made to withhold a statement from a prisoner to ensure a consistent approach from Parole Board members.

Responding to the Victims' Commissioner's recommendations in her reviews we have delivered victim awareness training for our staff, and provided new guidance for managing cases where victims are engaged. We also began developing training modules for VLOs within the NPS.

Responding to the latest revisions to the Code of Practice for Victims of Crime (October 2015) we published a statement on our web pages outlining our Commitment to Victims of Crime. This included updating our Complaints Policy and improving the monitoring and quality of our written responses to complaints from victims.

We have explored options for writing to victims to acknowledge their attendance and contribution at oral hearings, and this will be taken forward in the new reporting year.

We have responded to a number of national consultations.

## Prisoners

Our focus with prisoners has been to develop improved information to make the parole process as clear as possible. In the summer we published two EasyRead guides, one a general guide on parole and how to prepare for it, and the second for cases that go to oral hearing. These were developed in collaboration with the PRT and KeyRing, and we commissioned HMP Manchester for the printing.

We began to review our guidance to members in a number of areas including specific needs and considerations for transgender prisoners, elderly prisoners and their needs if being released into the community, and those prisoners who have learning or language difficulties and find the parole process complicated and difficult to understand.

We also started work on how we can ensure those prisoners who are unable to secure a legal representative to guide them through their parole review, have access to the information they need, and know the choices they have to find support.

We published several articles in *Inside Time*, the newspaper for prisoners and will be looking to see how we can make more use of this in the future. We also facilitated access to our online Feedback Survey by writing to all prisons with paper versions of the survey, to ensure the prisoners' voice was heard.

### Members

Following the introduction of MCA during 2014/15, and the considerable throughput of cases referred to the Parole Board by the SSJ, a major work stream for the Member Development and Practice Team (MDP) during the year was to implement the new oral hearing fees for members. The new fee structure implemented a fairer and clearer system of remuneration, which ensured fees were allocated on work completed, and more accurately reflected actual time commitment and took into account those cases which are more complex.

Ministerial approval was secured for the new system in spring 2015 and implementation was managed by a transitional phase during the summer, with the new fee system coming into full effect in September 2015. This required new ways of working for staff and members, and considerable negotiations with the third party supplier, who processes payments.

Retaining the expertise and knowledge of existing members was a priority for the year and Ministerial approval was obtained to extend a number of existing member's tenures until 2017. This has ensured we can continue to progress the high volume of casework whilst we await the outcome of a member recruitment campaign in 2016/17.

Member feedback is vital in ensuring development and improvement of processes and practices and an invigorated drive to make more use of the member online forum yielded positive results. The online forum complemented well the

face to face training events that took place during the year.

There has been a focus on member training. 85% of the membership has been involved in training/ meetings, including panel chair training, in order to service the increased number of oral hearings. There was a particular focus on issuing lawful and effective directions, and on the use of deferrals and adjournments, directly contributing to the business plan objective of achieving a further sustained reduction in deferrals.

Skilling members to become quality assessors was another key priority to ensure that MCA was continually monitored, and to inform further training and enhancements to the process.

### Operations

The Operations Directorate was very much focused on the design and implementation of case management changes to support the new NOMS prison and probation service instructions for the generic parole process (GPP). The new policy supported clarity in the roles and responsibilities of the Parole Board alongside others involved in the parole process.

The Directorate delivered a full restructure of its teams to a regional model aligned to the NPS. This involved a realignment of cases and this was achieved without any break in service. The key aims of this were to improve relationships with members and partner agencies and to better manage the overall caseload. In particular the new structure made it easier to identify issues and concerns affecting specific prisons or regions.

There were continued efforts to improve operational stakeholder engagement in order to maintain and improve quality case management. This included a number of visits to prisons and a joint team management forum (shared with PPCS), which improved communication between the two organisations at a frontline level.

There were also joint training and shadowing opportunities between us and wider NOMS partners. These initiatives contributed to speedier resolution of queries as well as streamlining or improving business processes, for example work handoffs and witness availability escalation processes.

There was specific collaborative working at a number of prison establishments including, HMP Lindholme to improve video hub and oral hearing facilities; and at HMPs Forest Bank, Humber and New Hall on improving advice and guidance on writing reports for parole reviews. We are also seeing a number of practical benefits arising from our regional model. For example, improved relations with a cluster of prisons has allowed case managers to gain more insight into prisoner transfers and help reduce the number of cases potentially deferred as a result.

Although the changes contributed to improvements in our administrative process and management information they have also in turn required a significant amount of staff training sessions and updates to our staff guidance.

There is now a dedicated lead for training and development and one of the first tasks was to undertake an audit of staff skills which formed the basis of bespoke training covering any key skill and knowledge gaps. A tightened quality assurance process for case management was introduced to ensure more regular review of active and deferred cases and this is pushing more cases towards completion.

The Directorate undertook root and branch reviews of the reasons that cases get 'stuck' between MCA and listings; have had outstanding directions, and those that have been deferred. New agreed protocols were introduced to more effectively escalate and track matters and resolve them with stakeholders.

An historic case taskforce was also established to review some of the oldest and most difficult cases. This included very close liaison with PPCS to ensure outstanding case issues were progressed. Cases requiring specialist input were also subject to review using a pool of specialist members. The taskforce was a key element in helping to progress the majority of such cases through to conclusion.

As more and more cases were being progressed increased demands were put on the Listings Team and so it was expanded to fully support increased listing levels and provide more operational resilience. The team also co-ordinate the listing of MCA paper panels and developing research on video hearing facilities at prisons.

### **Continuous Improvement (CI)**

We secured a number of places on the Ministry of Justice (MoJ) Continuous Improvement Academy, and already have CI accredited staff within the organisation. We have a CI working group that considers ideas and improvements from across all staff and it commissions teams to review and deliver on these ideas. We appointed a Continuous Improvement and Projects Manager to co-ordinate all of the CI and project work, and to lead the new Change Forum which was established in November 2015.

The Change Forum provided a better arena to ensure we had an improved understanding and prioritisation of our change projects. We invited several stakeholders to partner on this. A project pipeline was produced and key programmes, aligned to the 18-month plan, were identified as top priorities for the business. This forum regularly invited different project teams to attend to present to the group. In those sessions the teams provide an overview of their project, highlight their successes and key aims and they present their challenges, of which solutions are worked through to help progress. The e-dossier project,

one of our key initiatives looking at paperless working for members, was the first to benefit from this support.

A comprehensive IT strategy was developed which set out some of the priorities for the short and medium term. These included remote web access to the case management system for members, and a complete review of the existing database system (PPUD) to manage casework. Again, working in close partnership with NOMS colleagues ensured we pooled expertise, knowledge and resources and completed the initial business case, funding application and requirements gathering together.

### Legal Services

There was a change of legal advisor during the year, and the team included an assistant legal advisor and litigation case worker. The main ambit of work arises from legal challenges; private law claims for damages and public law judicial review claims. The team also provides legal advice to Parole Board members and the Secretariat. We were able to offer a further intern position during the year (six-month post) in partnership with the Kalisher Trust.

The litigation strategy, was amended in August 2015, to clarify that we remain neutral where there is a challenge against a parole decision.

The impact of the *Osborn, Booth and Reilly* judgment on our ability to hear all oral hearings on time continues to affect us; there has been a significant increase in the number of private law damages claims this year – 463 compared to 89 received for 2014/15; a 5-fold increase.

The team has had input to changes in line with the Parole Standards Review Board (PSRB) and the 18-month plan to ensure that the provision is lawful and fair.

The cases of note include:

- (i) *R(Calder) v Secretary of State [2015] EWCA Civ 1050*

The appeal to the Court of Appeal was dismissed, however, important guidance was issued about the duties of the Parole Board on recall and the remedies available where the lawfulness of the Secretary of State's decision to recall is under challenge.

Lord Thomas CJ made it clear that the underlying statutory regime for recalls had not changed and the Parole Board was under a statutory duty to assess the lawfulness of the actual recall decision, even though it can go on to authorise continued detention, based on current assessment of risk.

- (ii) *R(Hussain) v Parole Board [2016] EWHC 288 (Admin)*.

This was the first case to consider the question of systemic delay for pre-tariff life sentence prisoners. The Court concluded that the (undisputed) delay in the listing of the claimant's case was a breach of the Parole Board's public law and Article 5 obligations; but recognised the work undertaken to deal with the outstanding caseload and declined to grant mandatory relief against this specific ground of challenge.

- (iii) *R(King) v Parole Board [2016] EWCA Civ 51*

The Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO) re-enacted sections 255B and 255C of the Criminal Justice Act 2003 (CJA) which set out the statutory tests for the release of recalled determinate sentence prisoners. In December 2013, the Parole Board issued guidance to Parole Board members as to the test to be applied when considering the release of recalled determinate sentence prisoners. The guidance stated that: "The Board must not give a direction for release



*unless it is satisfied that it is no longer necessary for the protection of the public that the person should be confined* – the ‘public protection test’. The ‘public protection test’ reflects the test applied by the Secretary of State under sections 255B(3) and 255C(3). *King* challenged the Parole Board’s guidance, asserting that it wrongly directed panels to apply the public protection test. Dismissing the appeal, the Court of Appeal confirmed that the Parole Board is to apply the same public protection test as the Secretary of State after a case is referred to it under sections 255B(5) and 255C(5). The Court of Appeal also said that ‘protection of the public’ meant considering whether *“confinement is necessary because there will be a more than minimal risk of harm if the prisoner is released”*. No balancing exercise in which the risk to the public is to be weighed against the benefits of the release to the prisoner or the public is required.

### Corporate Services

Corporate Services was restructured mid-way through the year, such that the Performance and Statistics section, Secretariat Support, Audit and Risk and Information Assurance functions transferred to the Business Improvement and Development Directorate.

This restructuring was considered necessary, together with the appointment of a Director of Corporate Services in November 2015, in view of the greater focus needed for the impending migration of the major Finance and HR systems from stand-alone systems to the MoJ ‘Phoenix’ platform. Further consequential changes would subsequently arise from the greater involvement of shared services and MoJ central finance staff in supporting these key central functions, and also in the adoption of the MoJ procurement processes. The cross functional activities that were retained include Facilities, Office Services, Health & Safety, Business Continuity and Procurement.

The **Finance Team** provides financial management services, including full audited accounts to the MoJ, our Sponsor and to Parliament. Monthly management accounts are provided to the Senior Management Team, Governance Committees and staff. Transactional finance is carried out by shared services. Significant work was undertaken in the latter part of the year to convert our systems from the in-house stand-alone system to the MoJ wide finance system. This was due to go live early in the new reporting year.

The **Human Resources section**, has seen significant and positive changes over the past year with much being accomplished. There has been a more proactive and engaged approach to support the business in achieving its objectives. The Civil Service’s Competency Framework has been adopted and embedded to support the focus on continuous improvement and individual development and to help bring about greater consistency across the Secretariat.

There has been a recognition of the need to improve efficiencies in the organisation by better management of absence and performance issues. To this end, a great deal of work has been carried out in partnership with line managers, to help and coach them to manage attendance and other employee relation issues in a more timely and focused manner thus helping to reduce cost and disruption to the business.

Significant progress had been made in the review of HR policies and procedures with half of them being completed or nearing completion. Policies have been updated to provide clearer and simpler guidance for managers and staff and now better reflect actual processes. The induction of new starters had been an area of concern and a lot of attention has been given to improving the whole process. Managers now have clear guidance on how to carry out inductions; new starters

better understand the organisation and what is expected of them at an early stage in their employment, helping them to become more productive, sooner.

Much work was done during the year to prepare for the migration of the HR transactional activities to MoJ's 'Phoenix' platform, which went live on schedule at the close of our financial year. This transferred administrative work from HR to shared services, while giving staff the ability to change certain personal details and a more efficient expenses claiming system. Significantly, managers now have a valuable tool to help manage attendance, recruitment and payroll matters.

For 2016/17, there are plans to improve the use of reward and recognition, there will be further initiatives to develop managers and staff, to broaden opportunities for improved career prospects, and proper evaluation of the impact of such initiatives.

### **Looking ahead to 2016/17**

We will need to continually seek to drive out further efficiencies. The key choices we face will include having to balance the costs of recruiting and training new members; the on-going work to further reduce the number of outstanding cases and the implementation of priority change projects.

Digitalisation of the Board's work is crucial and we will need to develop more paperless processes, deliver on our new database system, and ensure all of our IT meets the needs of the organisation. We will start the year with a group of almost 20 members on our pilot paperless system.

We need to continue the aspirations set out in earlier projects to develop swifter and more flexible ways of scheduling oral hearings, to minimise the delays and waiting times for prisoners.

A focus on being a data driven organisation will be key for 2016/17 in order for us to make well informed decisions on how we deliver on our priorities. We have a wealth of data and information and learning how to harness, evaluate and analyse it to drive the business is key. Our Analyst and Head of Performance and Assurance will continue to work closely with colleagues in MoJ Performance and Assurance, Analytics and the Sponsor Unit to make sure this happens and we will be introducing new management information datasets.

We will be looking at a number of opportunities to commission research projects, and already have ideas for working in partnership on this, as well as supporting several members with their own projects. We will explore data science groups to see what scope there is to support research, and how research tools available could help in understanding how we, as an organisation, conceptualises risk and what the practical consequences are for prisoners.

We launched a "SurveyMonkey" Feedback system in March to gather comments, views and ideas from stakeholders, including prisoners. As we move into the new reporting year, we will use this information to shape improvements across our services.

The appointment of Martin Jones as our Chief Executive and the arrival of Nick Hardwick as our Chairman have provided a renewed focus on our core aims. There is much work still to do and we aspire that 2016/17 will be a year of innovation and progress as we acknowledge our 50th anniversary year.

## ii. Performance against Key Performance Indicators

Due to the change in Chief Executive Officer mid-year, and the wider development of the Ministry of Justice Single Departmental Plan, formal Key Performance Indicators (KPIs) were not formally set for 2015/16.

We therefore are reporting against the same set of KPIs agreed for 2014/15 and have adopted a comparator approach to see where we have improved and where work is still needed. The references to baselines and quarters therefore refer to those in 2014/15.

Please note that the KPIs have been re-ordered to reflect the parole process.

1. Target	Progress
90% of cases to be made ready to list within 90 days of being directed to oral hearing.	We have maintained high performance levels in this area achieving 96% during 2015/16, the same rate as 2014/15. This evidences our continued efforts to actively manage cases following MCA and working closely with other organisations to ensure MCA directions are complied with so that cases are made ready to list.
2. Target	Progress
90% of all cases to be provided with an oral hearing date within 90 days of becoming ready to list. This 90 days is in line with our usual listing practice of listing hearings three months in advance.	During 2015/16 a rate of 64% was achieved, compared to 74% in 2014/15. The reduced performance in this area is directly related to the listings queue. Cases that become ready to list are waiting longer periods for a hearing date due to the capacity constraints on us and the wider system (including the availability of members, particularly specialist members; and prison and probation resource to support parole hearings). The oral hearing demand remains high following the <i>OBR</i> judgment.
3. Target	Progress
To list between 400 and 450 oral hearing panels per month.	<p>During 2015/16 we listed an average of 361 panels per month. This is slightly down on the 2014/15 average of 374 panels listed per month and reflects the number of members available to list.</p> <p>Despite the reduced number of panels, the actual number of cases listed has increased from 673 average cases per month in 2014/15 to 691 cases per month in 2015/16.</p>

**4. Target**

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

**Progress**

In 2015/16 the hearings per panel conduction ratio was 1.65, which was up from 1.5 in 2014/15.

**5. Target**

To increase the oral hearing completion rate from 74% to an overall target of at least 80%.

**Progress**

Our completion rate is dependent upon controlling and reducing the number of oral hearings subject to deferral. We maintained our 2014/15 levels into 2015/16 achieving 76% in this area.

**6. Target**

For quarters three and four, improve the percentage of member time used per month.

**Progress**

This target was specific to 2014/15 and so was not monitored for the current reporting year.

### iii. Key Statistics

#### Comments and Definitions

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

Below is a list definitions of the terms used in the tables:

#### Outcomes

Release	the Parole Board direct that the prisoner should be released from custody.
Open	the Parole Board recommend the prisoner is suitable to move to or remain in open conditions.
Progression	the Parole Board either direct release or recommend open.
To Oral	the Parole Board directs that the case requires an oral hearing.
Negative	the Parole Board directs that the prisoner does not progress.
Decline	the Parole Board refuses the prisoner's request for an oral hearing.
Granted	the Parole Board grants the prisoner's request for an oral hearing.

#### Hearing Types

Oral Hearing	a hearing where the prisoner and the Parole Board are in verbal and visual contact.
Request	a hearing where all the evidence taken into consideration is written and the purpose is to ascertain the merits of a prisoner's request for an oral hearing following a negative decision at a paper hearing.
Paper Hearing	a hearing where all the evidence taken into consideration is written (note: does not include requests for oral hearing).

**Completed** a hearing where the Parole Board came to a decision and the case was concluded.

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

**Review Types**

**Advice** the hearing is as a result of a request from the SSJ asking the Parole Board for advice. This advice can be in relation to the prisoner’s suitability for open conditions or release on compassionate grounds.

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

**Review** the hearing is neither an advice hearing nor a recall hearing.

**Sentence Types**

**Determinate** the hearing is to assess a prisoner who is serving any determinate or extended sentence.

**Life** the hearing is to assess a prisoner who is serving a life sentence.

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

# 2015/16

## Parole Board Hearings

Completed **paper** hearings conducted by the Parole Board 2011/12 – 2015/16, split by sentence type, review type and outcome.

Paper Hearings		Determinate			Life			IPP		
		Negative	To Oral	Release	Negative	To Oral	Open	Negative	To Oral	Open
Review	2011/12	633	24	172	806	1,144	0	1,126	1,571	6
	2012/13	403	42	140	818	1,154	0	1,192	1,623	0
	2013/14	279	117	118	653	1,420	0	993	2,042	0
	2014/15	342	373	72	410	1,340	0	493	1,869	0
	2015/16	486	485	44	*	*	*	*	*	*
Recall	2011/12	13,372	369	1,500	0	312	0	0	Inc in Life	0
	2012/13	10,018	502	2,243	0	376	0	0	Inc in Life	0
	2013/14	9,128	991	1,603	0	438	0	0	Inc in Life	0
	2014/15	8,069	1,527	636	0	208	0	0	336	0
	2015/16	7,299	1,569	324	*	*	*	*	*	*
				<b>*2015/16</b>						
				<b>Life and IPP (ISP) – Review and Recall Combined</b>						
				Negative		To Oral		Open		
				969		2,933		3		
Advice	2013/14	0	0	0	1	40	0	0	50	0
	2014/15	0	0	0	0	5	0	5	21	0
	2015/16	Advice cases are not recorded by sentence type								

**Requests** for oral hearings conducted by the Parole Board 2011/12 – 2015/16, split by sentence type, review type and outcome

	Requests	Determinate		Life		IPP	
		Decline	Grant	Decline	Grant	Decline	Grant
Review	2011/12	inc in Recall	inc in Recall	148	95	215	110
	2012/13	inc in Recall	inc in Recall	151	59	251	82
	2013/14	5	8	92	64	175	105
	2014/15	0	0	15	77	26	133
	2015/16	2	13	27	60	36	107
Recall	2011/12	1,069	382	All Recalled Life and IPP sentence offenders are automatically granted an oral hearing so there can be no requests for an oral hearing			
	2012/13	938	307				
	2013/14	623	531				
	2014/15	430	660				
	2015/16	267	486				
Advice	2013/14	0	0	0	0	0	0
	2014/15	0	0	0	0	0	0
	2015/16	0	0	0	0	0	0

Completed **oral** hearings conducted by the Parole Board 2011/12 – 2015/16, split by sentence type, review type and outcome

	Oral Hearings	Determinate		Life			IPP		
		Negative	Release	Negative	Open	Release	Negative	Open	Release
Review	2011/12	4	9	300	463	311	402	628	395
	2012/13	10	25	241	481	397	347	656	469
	2013/14	16	28	313	469	379	323	740	501
	2014/15	72	74	382	359	350	518	612	486
	2015/16	215	252	463	344	372	620	488	591
Recall	2011/12	224	332	43	28	42	24	16	29
	2012/13	247	404	33	8	57	16	6	42
	2013/14	261	466	46	21	78	45	23	94
	2014/15	724	1,053	38	24	100	63	29	139
	2015/16	700	782	46	19	90	83	16	155
Advice	2013/14	0	0	3	8	0	6	14	1
	2014/15	0	0	4	11	0	3	4	3
	2015/16**	Negative		Open			Release		
		5		6			1		

\*\*Note – advice cases not recorded by sentence type



# 2015/16

## Parole Board Hearings – Summary

**Paper** hearings conducted by the Parole Board 2011/12 – 2015/16, split between whether the hearing was deferred or completed

Year	Total	Completed	Deferred
2011/12	21,129	21,035	94
2012/13	18,600	18,511	89
2013/14	17,946	17,873	73
2014/15	16,172	15,706	466
2015/16	15,706	14,112	1,594

Completed **paper** hearings conducted by the Parole Board 2011/12 – 2015/16, split by outcome

Year	Total	Negative	Progression	To Oral	% To Oral
2011/12	21,035	15,937	1,678	3,420	16
2012/13	18,511	12,431	2,383	3,697	20
2013/14	17,873	11,054	1,721	5,098	29
2014/15	15,706	9,319	708	5,679	36
2015/16	14,112	8,754	371	4,987	35

**Requests** for oral hearings conducted by the Parole Board 2011/12 – 2015/16, split by whether the request was granted or declined

Year	Total	Decline	Granted	% Granted
2011/12	2,019	1,432	587	29
2012/13	1,788	1,340	448	25
2013/14	1,590	890	700	44
2014/15	1,341	471	870	65
2015/16	998	332	666	67

**Oral** hearings conducted by the Parole Board 2011/12 – 2015/16, split between whether the hearing was deferred or completed

Year	Total	Completed Hearings	Deferred Hearings	% Completed
2011/12	4,216	3,250	966	77
2012/13	4,628	3,439	1,189	74
2013/14	5,174	3,835	1,339	74
2014/15	6,872	5,048	1,824	73
2015/16	7,148	5,248	1,900	73

## Completed oral hearings conducted by the Parole Board 2011/12 – 2015/16, split by outcome

Year	Total	Progression	Negative	% Progression
2011/12	3,250	2,253	997	69
2012/13	3,439	2,545	894	74
2013/14	3,835	2,822	1,013	74
2014/15	5,048	3,244	1,804	64
2015/16	5,248	3,116	2,132	59

## All hearings conducted by the Parole Board 2011/12 – 2015/16

All Hearings	Total
2011/12	27,364
2012/13	25,016
2013/14	24,710
2014/15	24,385
2015/16	23,852

## All hearings conducted by the Parole Board 2011/12 – 2015/16, broken down by finance classification

Finance Classification	2011/12	2012/13	2013/14	2014/15	2015/16
3 member paper hearings (All Determinate Review and all ESP Annual Review FS)	1,187	860	974	847	NA <sup>*1</sup>
1 member paper hearings A (All IPP and Life)	4,965	5,163	5,637	3,584	NA <sup>*1</sup>
1 member paper Hearing B (All Determinate Recall except ESP Annual Reviews)	14,977	12,577	11,335	7,316	NA <sup>*1</sup>
1 member paper hearing (Member Case Assessment)	n/a	n/a	n/a	4,425	15,706
Duty Member paper hearing (All oral hearing requests)	2,019	1,788	1,590	1,341	998
<b>Total paper hearings</b>	<b>23,148</b>	<b>20,388</b>	<b>19,536</b>	<b>17,513</b>	<b>16,704</b>
1 member oral hearing (All Determinate Recall except ESP offenders)	512	656	804	1,886	NA
<i>All Determinate Recall except ESP Annual Review offender Oral hearings <sup>*2</sup></i>					1,897
3 member oral hearing (All IPP, Life and ESP)	3,704	3,972	4,370	4,986	NA
<i>All IPP, Life and Pre-release determinates (including ESP Annual Review) Oral hearings <sup>*3</sup></i>					5,251
<b>Total oral hearings</b>	<b>4,216</b>	<b>4,628</b>	<b>5,174</b>	<b>6,872</b>	<b>7,148</b>
<b>Total hearings</b>	<b>27,364</b>	<b>25,016</b>	<b>24,710</b>	<b>24,385</b>	<b>23,852</b>

\*1 As a result of MCA, all MCA hearings are now conducted by a single member in the first instance.

\*2 For historical reporting purposes ESP annual reviews are counted within pre-release determinate hearing statistics.

\*2+3 Results are for all oral hearings irrespective of number of members on panel, due to reporting structures within the current system. Number of panel members are determined at MCA stage, whereas previously were pre-set on case type.

# Challenges, Requests for Information, and Complaints

## Challenges

The data below relates to all legal challenges made to the Parole Board. We have adopted the same reporting style as last year, whereby we have split out general complaints and legal challenges to more accurately show the number of letters received under the Civil Procedure Rules Pre-Action Protocols, for both Judicial Reviews and Private Law Damages claims, together with numbers of actual claims. Judicial Review claims can relate to challenges against the lawfulness of the decision, or to failures or omissions, or matters of procedure. While we continue to work to reduce the listings queue, the likelihood of damages claims citing a breach of Article 5 (4) of the European Convention of Human Rights (ECHR) due to delay, remain high.

Challenges, Claims and Requests 2011/12 – 2015/16					
	2011/12	2012/13	2013/14	2014/15	2015/16
Challenges/enquiries/information requests	682	592	n/a	n/a	n/a
Judicial Reviews Lodged	95	102	76	49	36
Private Law Claims Lodged	19	1	n/a	4	4
Pre-action claims for damages Lodged	52	38	20	89	463
Pre-action claims for JR	–	–	–	299	244
Request for non-standard licence conditions to be inserted/varied/removed	427	319	n/a	n/a	n/a

## Freedom of Information Requests

Freedom of Information Requests 2011/12 – 2015/16					
	2011/12	2012/13	2013/14	2014/15	2015/16
Freedom of Information Requests	35	19	19	42	44

## Complaints

Complaints can be investigated regarding how the Parole Board has dealt with a case, either administratively, or regarding the conduct or behaviour of a Parole Board member or staff. The majority of general complaints relate to administrative failures or errors. The table below sets out the category of complainant and the area of complaint.

Complaints 2011/12 – 2015/16					
	2011/12	2012/13	2013/14	2014/15	2015/16
Complaints about the service provided by the Board	48	39	51	140	87

A complete review of the complaints policies and procedures was undertaken in 2015, as part of the Governance Review. A revised Complaints Policy, together with Codes of Conduct for Parole Board members and staff (including whistleblowing guidance) were published.

Internal handling of complaints was updated to reflect good practice, as identified by the Parliamentary and Health Service Ombudsman, and recommendations that came from the Victims' Commissioner's Review of Complaints and Resolution for Victims of Crime.

During the reporting year no cases were escalated to the Senior Complaints Reviewer for further investigation.

Data collection on complaints has been improved to reflect more accurately the nature and type of complaints being received, which assists in implementing improvements. This is set out below:

Total complaints received 2015/16	87
Complaint Category	Number
Admin Error – e.g. processing errors by the Operations Team (including incorrect sharing of information)	10
Communication – e.g. any instance that involves parties not being kept informed of changes/developments within the review	8
Complaints Process – e.g. where previous letters have been sent but no response has been received.	5
Decisions – e.g. unhappy with the outcome of a decision made by the Parole Board	5
Deferrals – e.g. unhappy with the reasoning behind a deferral	10
Delays – e.g. backlog issues or timeframe for hearing to be listed/relisted	10
Hearing Cancelled – e.g. unhappy with the reason a hearing did not go ahead as scheduled	3
Information Sharing – e.g. unhappy with how the Board has shared information	1
Listing Error – e.g. an error in listings meant the hearing could not go ahead	3
Member Practice – e.g. unhappy with the way a panel has conducted itself	29
Victim Issues – e.g. anything relating to or from a victim	3

We further record whether a complaint is upheld, partially upheld or not upheld. It should be noted that a complaint is recorded as upheld where we acknowledged a failing in the system, even if the handling of the matter evidenced no fault.

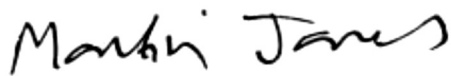
Upheld/Partially Upheld	Not Upheld	Total
35	52	87

We also collect the following data:

<b>Comments/Feedback</b> – This includes correspondence that is not meant for the Parole Board, comments regarding prisoners' risk (i.e. from members of the public or MPs).	32
<b>Compliments</b> – where someone has been identified as providing excellent service or has helped beyond and above expectation.	10

#### iv. Sustainable Development

The Parole Board is not required to prepare a sustainability report under the Greening Government Commitments. However, we are committed to operating in a more sustainable environment and reducing waste wherever possible in all supply chains. We initiated a programme in February 2016 which will substantially reduce the amount of printed paper being generated and despatched to members, replacing it with electronic delivery. The programme will accelerate during 2016/17 and complete in 2017/18.



**Martin Jones**

**Chief Executive and Accounting Officer**

11 July 2016

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## **3. Accountability Report**

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# a. Corporate Governance Report

## i. Chief Executive's Report

### Background and Statutory framework

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

#### The Parole Board:

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

The Parole Board is guided in its work by the Parole Board Rules 2011 (amended 2014).

### 1. 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.

### 2. Principal Activities

Applications to the Parole Board from different categories of prisoner, and referrals to the Parole Board by the Secretary of State are considered as set out below.

Under the provisions of the Legal Aid, Sentencing and Punishment Offenders Act 2012, when considering the release of prisoners who come before it, the Board is required to determine whether it is '*satisfied that it is no longer necessary for the protection of the public*' that the prisoner should remain detained.

As such, all cases are now subject to the same statutory test for release and require the same assessment of risk. Therefore, the fundamental principles in reviewing each case are the same. There are differences in the powers or remit the Parole Board has in certain cases at the paper stage, as set out below:

- **Standard determinate sentence prisoners and those serving extended public protection and extended determinate sentences, or sentence for offenders of particular concern:** in all of these cases the parole review is based on a dossier of papers presented to the Parole Board by the Public Protection Casework Section, on behalf of the SSJ. These papers are considered by a single MCA accredited Parole Board member in the first instance. The MCA member can:
  - Direct immediate release
  - Make no direction to release
  - Adjourn the case for further information

- Defer the case for a set period of time
- Direct that the case be heard at an oral hearing
- **Life sentence prisoners and those serving indeterminate sentences for public protection:** in all of these cases the parole review is based on a dossier of papers presented to the Parole Board by the Public Protection Casework Section, on behalf of the SSJ. These papers are considered by a single MCA accredited Parole Board member in the first instance. The MCA member can:
  - Make no direction to release
  - Adjourn the case for further information
  - Defer the case for a set period of time
  - Direct that the case be heard at an oral hearing
- **Determinate Sentence Prisoners and Life Sentence Prisoners recalled to custody:** The Parole Board considers any prisoner referred to it by the SSJ 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. In all of these cases the parole review is based on a dossier of papers presented to the Parole Board by the Public Protection Casework Section, on behalf of the SSJ. These papers are considered by a single MCA accredited Parole Board member in the first instance. The MCA member can:
  - Direct immediate release (determinate sentence prisoners only)
  - Direct release at a future date (determinate recall sentence prisoners only)
  - Make no direction to release
  - Adjourn the case for further information
  - Defer the case for a set period of time
  - Direct that the case be heard at an oral hearing

All indeterminate sentence recalled prisoners will be directed to an oral hearing, unless there are particular circumstances which do not require one.

### 3. Review Types

#### **Determinate paper hearing reviews**

Determinate pre-release paper reviews include Discretionary Conditional Release (DCR), Extended Sentence for Public Protection (EPP), Extended Determinate Sentence (EDS), Deportee's and Extended Sentence Prisoner Annual Reviews (ESP A/Rs), and Sentence for Offenders of Particular Concern (SOPC).

Determinate post release paper reviews include Standard Determinate Sentence (SDS) recalls, Extended Determinate Sentence (EDS) recalls as well as Extended Sentence Prisoner initial recall and subsequent reviews, if not released (ESPs).

These types of cases are initially considered on paper by a single MCA accredited Parole Board member.

#### **Indeterminate paper hearing reviews**

These are reviews by MCA accredited single members 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.

#### **Determinate oral hearing reviews**

These are cases where either the MCA member directed the case go to oral hearing, or the prisoner made a successful application for an oral hearing. They include panels considering determinate pre-release reviews or extended sentence hearings of recalled prisoners; and panels considering standard determinate sentence recalled prisoners. Panels will comprise of between one and three suitably accredited members, depending on the need and complexity of the case.



### Indeterminate oral hearing reviews

These are cases where either the MCA member directed the case go to oral hearing, or the prisoner made a successful application for an oral hearing. They include pre-tariff; on/post tariff and recall cases for all indeterminate sentence prisoners. Panels will comprise of between one and three suitably accredited members, depending on the need and complexity of the case.

#### 4. Basis for Preparing the Accounts

These accounts have been prepared on an accruals basis in a form directed by the SSJ 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 (FRoM).

#### 5. Funding

The Parole Board's sponsor is the Director General Prison Policy within the Ministry of Justice. The Parole Board's only source of funding is grant-in-aid which is provided by the Ministry of Justice. This comprised cash funding of £12,700,000 (2014/15- £13,060,000). In addition, the Ministry of Justice met costs of £1,859,000 for the Parole Board (2014/15- £2,459,000) and these amounts have been treated as grant-in-aid. All grant-in-aid is credited directly to reserves in accordance with the FRoM. This provided total funding of £14,559,000 which was a decrease of £960,000 from 2014/15 which was £15,519,000.

The Parole Board's cash at bank as at 31 March 2016 was £65,000. 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.

#### 6. Unit Costs

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

The increase in paper hearing unit costs are due to a 38% increase in both direct and indirect overheads as well as a 5% decrease in paper hearings this year. The unit cost of paper hearings has increased by 77% as a result of increased overheads and fewer listings than the prior year.

Oral hearings direct unit costs have increased this year by 11% as a result of the 4% increase in listings. However indirect unit costs have decreased by 20% due to improved efficiencies in the Parole Board resulting in a higher volume of oral hearings being heard. Overall this has resulted in an 8% decrease in oral hearing costs.

Unit Costs		
	2015/16	2014/15
Paper Hearings	£293	£165
Oral Hearings	£1,569	£1,711

#### 7. Payment Performance

The Parole Board's policy, in line with Government requirements, is to pay a minimum of 90% of its creditors within 10 days, with a target of achieving a 100% payment rate within 30 days. The Parole Board pays 90% of its invoices within 10 days and the balance within 30 days.

#### 8. Audit

Internal audit services are provided by the Ministry of Justice Internal Audit Division and in 2015/16 the amount charged for these services was £30,240 inclusive of VAT. This included the provision of 63 days' audit, attendance at meetings of the Audit and Risk Committee and provision of guidance and assurance.

External audit is provided by the National Audit Office and the Certificate and Report of the Comptroller and Auditor General to the House of Commons is included in these Accounts. The Parole Board has accrued for £22,000 in respect of the statutory audit for 2015/16. 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 he ought to have taken to make himself aware of any relevant audit information, and to establish that the Parole Board's auditors are aware of that information.

### 9. Pension Scheme

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

### 10. Investors in People

The Parole Board is committed to maintaining the standard for continuing accreditation under Investors in People (IIP). We believe that this accreditation helps to provide the foundation and direction for the organisation's strategy. An IIP re-assessment is due to take place in June 2016. An Employee Engagement Group meets monthly to champion and oversee the implementation of action plans designed to improve employee engagement in partnership with senior management. The People Plan for 2016/17 will include a dedicated resource to support learning and development activities to help improve individual and organisational performance.

### 11. Member and Employee Involvement

Members have been taking an active role across the organisation, as well as undertaking record amounts of casework. Members came forward for selection and training for roles including oral

hearing chair, specialist chair and an extended tenure to support the training and induction of new members in the next reporting year. A total of 16 members achieved chair accreditation and another nine achieved duty member accreditation. 20 training events across the year were well attended covering subjects such as making directions, managing deferrals and adjournments, member case assessment, chairing oral hearings and refresher courses. There were 90 peer quality assessments, supported by three quality assessor workshops. Four members sit on the Review Committee and three members provide reviews for it; five members sit on the Standards Committee. Members also help to shape major projects including a project group of four members developing the assessment stages for recruiting new members, complemented by other contributions across the membership. A new fee structure was also implemented and members assisted in enabling a smooth transition. The members' extranet and forum supported engagement, recording high levels of activity with one in six members making an online contribution.

The year saw some changes from a staff engagement perspective. There was a lower than expected participation with the annual staff survey, that nonetheless highlighted some areas where attention and improvement would help maintain staff engagement within the organisation. These results shaped much of the work of the Employee Engagement Group (EEG), which saw the appointment of a new EEG Chair and some changes in its membership that more accurately reflected the organisation across Directorates and grades. There were improvements to weekly communications in both the written newsletter and verbal face to face staff briefings. There was fuller engagement from senior managers, with the Chief Executive and Directors regularly attending EEG, as well as the Chief Executive hosting a series of open discussion meetings for staff and sharing the monthly CEO update that previously only went

to the Management Committee. The EEG took lead roles in encouraging staff participation in developing and reviewing policies, improving the work environment, and ensuring staff were supported across a range of important areas, including health and safety, diversity and equality, as well as learning and development opportunities. The EEG were pivotal in ensuring staff took responsibility for planning staff development days, training events and stakeholder engagement and encouraged activities of the Social Committee to foster a more inclusive, interactive and congenial environment in which to work.

## 12. Sickness Absence Data

The number of days' sickness absence taken as an average per employee by staff working at the Parole Board from April 2015 to March 2016 was 8.1 days (904 days in total). The equivalent figure across MoJ was 9.6 days, and the comparative figure for 2014/15 at the Parole Board was 5.4 days (532 days in total).

The increase in sickness days was mainly due to the long term sickness of two members of staff whose absences account for 279 days. If we discounted the sickness absence for these two members of staff, the average number of days lost per employee would be 5.8 days. The trend in 2015/16 improved in the last quarter, with 1.7 days lost per employee (i.e. 6.8 days annualised), mainly due to there being only one person on long term sickness. We introduced a new Attendance Management policy and system in April 2016, to assist us in the management of all absences.

The long term absences (more than 20 days) are mainly related to serious health concerns and we have worked proactively to ensure these cases are properly managed so staff return to work as soon as possible. We are supporting the employee who is on long term sickness absence through difficult health issues with a view to assisting their return to work as soon as circumstances allow.

We provide support to staff as required to enable them to render regular and reliable service to the Parole Board, and where necessary, we refer staff for occupational health assessments and routinely encourage them to make use of the Employee Assistance Programme to give them further assistance and advice in times of difficulties.

We aim to achieve a balance between the needs of the individual and the needs of the organisation whilst maintaining a supportive approach to sickness absence.

We recognise that creating engaged and motivated employees is key to delivering our services and improving attendance and we are committed to maintaining and promoting the health and well-being of all our employees.

## 13. Health and Safety

The Parole Board is committed to maintaining the standards required by the Health and Safety at Work Act 1974 and other United Kingdom and European regulations to the health and safety of its members and staff. The Parole Board has suitably trained fire wardens and first aid officers, and a health and safety group that meets periodically.

## ii. Governance Statement

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

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

## 1. Governance Framework

### Founding Legislation

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

The legislation does not provide a framework for governance. The governing legislation confers a wide discretion on the Parole Board as to its governance functions.

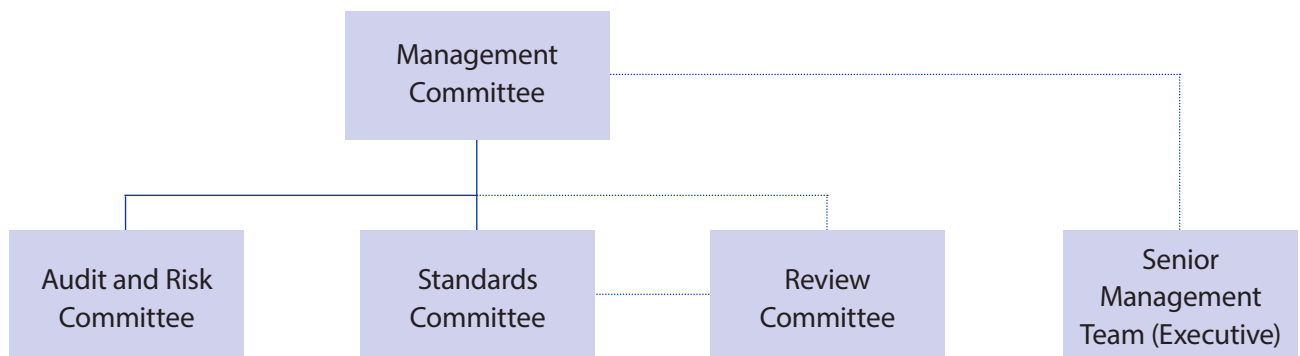
### Governance Structure

I was appointed as Interim Chief Executive Officer in October 2015. Assurances were given to me by the preceding Chief Accounting Officer regarding controls in the earlier part of the year.

The Parole Board has in place a Constitution, which was approved by the Parole Board membership which formalises a delegation of functions, accountability procedures and safeguards.

In addition to the formal committee structure outlined below, a Parole Board Members Representative Group (PBMRG) is in place. It is not part of the formal management structure. Its members are elected by the Parole Board membership. The PBMRG acts as a representative body which, through its liaison with the general membership, offers a collective viewpoint to the Executive and acts as a conduit for dialogue between the membership, the Executive and the Management Committee.

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



### 1.1 The Management Committee

The Management Committee (MC) includes Non-Executive Directors who have been in place for the duration of 2015/16.

My colleagues on the MC consist of the Chair of the Parole Board; Directors of Member Development and Practice, Business Improvement and Development, Operations and Corporate Services; three Parole Board members and Three Non-Executive Directors. The Vice-Chair of the Parole Board's tenure ended in September 2015; at that time one of the Parole Board Members took on the role of Interim Vice-Chair of the Parole Board.

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

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

During 2015/16 the MC met on ten occasions during the year and was responsible for strategic issues including the development of the 18-month business plan. It received key management information to support and challenge the Parole Board's operation and performance and is responsible for casework policy. It was responsible for formally approving the Parole Board's budget and approving its Annual Report and Annual Accounts. The terms of reference and operating procedures for the MC were formally approved in 2015.

A recommendation from the Parole Board's Triennial Review, published in January 2015, identified that the Parole Board should convene one open Board Meeting annually. Due to the change in Chief Executive Officer and Chair in year, this was deferred until 2016/17.

### 1.2. The Audit and Risk Committee

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

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

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

I attend all meetings of the ARC. Meetings are also attended by the MoJ Internal Audit representative and External Audit representative. A representative of the Sponsor Unit also observes these meetings. The ARC bases its advice and decisions on guidance issued by The Financial Reporting Council.

The ARC met four times during 2015/16. After each ARC meeting, a copy of the Minutes of that meeting are provided and the ARC Chair highlights any issues which require specific direction and response from the Management Committee.

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

### 1.3. Standards Committee

The Standards Committee (SC) met for the first time in May 2015.

The SC is responsible for identifying and advising on issues relating to the accreditation, competence, appraisal, performance, deployment,

support and development of Parole Board members. It also has a longer-term objective to develop and promote high standards of practice across the whole of the Parole Board and facilitate effective communication and collaboration on these matters between members, senior management and Secretariat staff.

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

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

The SC meets at least quarterly. After each quarterly SC meeting, a copy of the Minutes of that meeting will be provided and the SC Chair will highlight any issues which require specific direction and response from the Management Committee. It is also intended that a link will be built between the SC and Review Committee in order for lessons to be learnt and shared.

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

#### 1.4. Review Committee

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

The RC sits outside the formal management structure, to retain its independent scrutiny role.

Until July 2015 membership of the RC consisted of the Vice-Chair of the Parole Board (Chair), the Director of Member Development and Practice, a maximum of four other Parole Board members (including a judicial member, a specialist member and at least one independent member) and a maximum of three external members.

The Vice-Chair's tenure came to an end in September 2015. In May 2015 an Interim Chair of the RC was appointed, who was a judicial member, until such time as a new Vice-Chair is appointed.

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

The RC meets at least quarterly.

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

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

#### 1.5 Senior Management Team

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

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

#### 1.6 Other committees and groups

In addition to the formal board sub-committees, there are a number of other committees and groups which contribute to the wider governance of the Board and report to the SMT.

These include the:

- Equality and Diversity Steering Group (Quarterly)
- Operational Performance Team (Weekly)
- Change Forum (Monthly)
- Employee Engagement Group (Monthly)
- Reward and Recognition Team (Monthly)

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

### 1.7 Sponsorship arrangements

The Parole Board is sponsored by the Director General Prison Policy within the MoJ. In addition to the governance framework outlined above, the Parole Board also has formal sponsorship arrangements in place with the ALB Governance Division within the Finance Assurance and Commercial Group of the Ministry of Justice. For the duration of 2015/16 the Parole Board's Impact Level assessment from the Principal Accounting Officer remained a level 3 reflecting the significant and sensitive work that we do that contributes to our overall risk profile.

I meet quarterly with the Head of the ALB Governance Division to review and monitor performance, risk and delivery of business plan objectives. The ALB Governance Division supports the work of the Board in relation to other Criminal Justice System agencies and provides the vital link between the Parole Board and Ministers. Recent examples include a submission to Ministers on the recruitment of new members.

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

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

The performance of the MC as a whole was formally appraised in January 2016 by the Chair. Collective performance was appraised against the MC terms of reference.

The MC is a relatively new Committee that is coming together well and functioning as a team. It is getting to grips with issues although is still on a partial learning curve. In its collective self-assessment MC members felt that the Committee

was operating more effectively now, compared to 12 months ago. The scoring and comments from evaluations would suggest that relationships between the MC and its sub-committees, the Department and with members are all areas for further development, and in particular it is suggested that there should be regular (but not necessarily frequent) formal reports from each of the sub-committees to the main MC, together with regular noting of sub-committee meeting minutes.

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

Attendance of members of the Management Committee during 2015/16 was an average 97% across its membership.

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

The MC has access to, and regularly reviews key performance information. The development of a new performance pack has given the MC a more structured and improved insight into the opportunities, risks and progress against key objectives. The Parole Board is committed to working towards the continuous improvement of the quality and relevance of information and data presented to drive decision making.



### 3. Highlights of Committee reports, notably by the Management Committee and the Audit and Risk Committee

The MC met ten times in the year and in its oversight role for operation and performance it provided me with advice and support. In exercising this oversight role it received regular reports from the other committees in the governance structure and assured itself that there are effective governance arrangements in place e.g. to identify and manage risks.

Key matters for the MC during 2015/16 were setting the strategic direction of the organisation and development of the 18-month business plan, deferrals deep dives to identify new work strands for improvements, revising the Codes of Conduct for staff and members and monitoring progress against the system-wide Parole Review.

Key matters for discussion in the ARC during 2015/16 included finalisation of the 2014/15 Annual Report and Accounts, the problems of the Parole Board's IT provision, revisions to the corporate governance and continuing to look at the corporate risk register and assurance.

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

I oversee governance arrangements which follow best practice and the Corporate Governance Code to the extent that the Parole Board's size and status allows.

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

- Remuneration Committee: Paragraph 5(2), Schedule 19, Criminal Justice Act 2003, provides for the Parole Board to set the remuneration of its staff with the approval of the Secretary of State. The Parole Board submits a proposed annual pay remit which is approved by the Secretary of State. There is no discrete Remuneration Committee of the Parole Board that considers remuneration of its staff. During 2015/16 the Remuneration Committee met four times to consider the appointment and remuneration of the interim and permanent Chief Executive. In doing so, it met without my presence or the presence of the other Executive members, or Parole Board members. The appointment – both internally and externally – was made on the basis of merit.

#### 4.1 Internal Audit

MoJ Internal Audit provide a total of 63 days resource for the Parole Board and have audited the following: Effectiveness of Governance Review, Effectiveness of plans and their implementation in response to OBR, Staff Training (Case Management) and Skills Transfer, Case Management Stakeholder Engagement, Effectiveness of the new Operational Model (MCA).

In addition some days were allocated to following up audit reports from 2014/15.

MoJ Internal Audit report at each meeting of the ARC. At least annually, the Head of Internal Audit (HIA) provides me with a report on internal audit activity. The report includes the HIA's independent opinion on the adequacy and effectiveness of the Parole Board's system of internal control. The overall opinion of the HIA for 2015/16 was MODERATE.

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

MoJ Internal Audit carried out a Governance Review in February 2016. The Parole Board was given a moderate rating and recommendations in the following areas were given to improve the overall arrangements in place:

“

1. We recommend that the Chief Executive ensures that the minutes of meetings of all sub-committees are provided to the Management Committee and that the minutes of the Management Committee meetings accurately, but succinctly, reflect any discussions around them.
2. We recommend that the Chief Executive considers alternative mechanisms to effectively share and communicate the published minutes of the Management Committee and its sub-committee to members and staff.
3. We recommend that the Chief Executive ensures that performance against milestones is regularly reported, reviewed and the necessary corrective action taken, where possible.
4. We recommend that the Chief Executive ensures that the risk register is sufficiently detailed to enable the management of risks to be appropriately addressed.”

All recommendations were accepted and a full management response detailing the way in which the recommendations will be addressed are discussed at the ARC. The minutes of Sub-Committees are now a standing agenda item on the MC and minutes of all Committees are shared with staff and members through regular newsletters. I also give a verbal summary of the MC deliberations at the monthly staff briefing.

The Board has set up a Data Lab to discuss monthly performance information, agree actions and to sign off on the information being presented to MC. The Data Lab will be attended by the Senior Management Team and other key business leads.

Following the Management Committee Risk Workshops in November 2015 and February 2016 a revised Strategic Risk Register was developed and will be discussed at the MC and ARC early in the new reporting 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 risk management framework which I have embedded within the Parole Board ensures that risks to achieving its business objectives are properly identified, managed and monitored. On an annual basis the Corporate Risk Register is reviewed and the approach to risk throughout the organisation is revisited. Assurances across the business are assessed to evaluate the combined risk level resulting from the impact and likelihood of a particular risk. Risk appetite is determined by reference to the business objectives and the degree to which threats to these can be absorbed while maintaining its reputation amongst other organisations and society at large.

Where risks/issues start to exceed the capacity of the Parole Board to autonomously absorb them, they are escalated either formally through Business Assurance Meetings with our Sponsor or to our senior stakeholders who contribute to the mitigation of the risks.

In November 2015 and February 2016 the MC held risk workshops to determine the strategic risks for the organisation and to review the Parole Board's risk appetite. As a result a revised Strategic Risk Register has been developed to reflect the current risks for the organisation.

## 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 (monthly) and also the ARC who will then advise me and the MC. Additionally, major projects will each have its own risk register identifying, measuring and monitoring risks to the project's objectives.

Regular reports on risk are received at each meeting of the ARC.

Internal audit services are provided by the MoJ's internal audit section and the annual audit plan takes into account the risks recorded on the Corporate Risk Register (now Strategic Risk Register). The NAO provide external audit services looking at the Parole Board's financial performance. Actions are agreed in response to recommendations made and are followed up to review progress on implementation.

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

A total of 17 information incidents were recorded during 2015/16; six of which were actual or potential losses external to the Parole Board premises, six related to unauthorised disclosure, three were related to lost passes and building access issues. One incident was referred to the Information Commissioner which related to the unauthorised disclosure of a named individual, when a letter was sent to a prisoner, which was not related to his parole. The findings of the Commissioner required the Parole Board to ensure that all staff and members are adequately trained and aware of their obligations under the seventh data protection principle. Training is being delivered in the first quarter of the new reporting year.

## 5.3 Summary of Key Risks Identified During the Year

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

Full detail of the Corporate Risks can be found on page 14 under Risk Management (Section 2.a.iv).

## 5.4 Ministerial Directions

The Parole Board received no Ministerial Directions during the year.

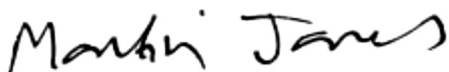
### **Accounting Officer's Statement**

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

The Parole Board is engaging closely with the department on the Parole Review which is looking at system wide improvement to drive further efficiencies across the system that will benefit parole and the wider justice system.

This has been a year of delivery for staff and members with the foundations laid for a transformational change programme that will be delivered during 2016/17.

We continue to embrace the opportunity to challenge ourselves and our partners to develop a more efficient and effective service.



**Martin Jones**

**Chief Executive and Accounting Officer**

11 July 2016

### iii. 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, cash flows, and taxpayers' equity for the financial year.

In preparing the accounts the Accounting Officer is required to:

- Confirm that, as far as he is aware, there is no relevant audit information of which the entity's auditors are unaware;
- Confirm that he has taken all steps that he ought to have taken to make himself aware of any relevant audit information and to establish that the entity's auditors are aware of that information;
- Confirm that the annual report and accounts as a whole is fair, balanced and understandable;
- Confirm that he takes personal responsibility for the annual report and accounts and the judgements required for determining that it is fair, balanced and understandable;
- 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 **as set out in the Government Financial Reporting Manual** 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 his 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.

## b. Remuneration and Staff Report

### Remuneration Policy

The Chairman, and all other members of the Parole Board, are appointed by the Secretary of State under the Criminal Justice Act 2003, and are therefore statutory office-holders. Most members serve on a part-time basis and are fee-paid. Two members serve on a full-time basis and are salaried. The two full-time members serve on the Management Committee as do four part-time members appointed by the Chairman of the Parole Board. The Chief Executive (who is not a statutory member of the Board) also serves on the Management Committee.

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

Remuneration is determined as follows:

- for the Chairman, by the Secretary of State
- for the full-time members, with reference to Home Office pay scales
- for the part-time members (including those serving on the Management Committee), at a fixed and non-pensionable rate of £300 (2014-15: £300) for each day on which they attend Parole Board meetings
- for the Chief Executive, by the Ministry of Justice on the Senior Civil Service pay scales in accordance with the recommendation of the Senior Salaries Review Body. The extent of performance-related pay due to these staff is assessed under the Ministry of Justice pay and reward framework

The remuneration of statutory members of the Parole Board is disclosed in total within the remuneration report.

Objectives for the Chairman are set by the Secretary of State.

Performance development reviews linked to the Parole Board's Business Plan are used in assessing the performance for the Chief Executive, the full-time members, senior managers and the staff.

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

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

## Tenure Arrangements

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

	Tenure Expiry Date
Martha Blom-Cooper Appointed 17 April 2008 <i>Full-time member</i>	16 April 2016
Stephanie McIntosh Appointed 01 August 2013 <i>Full-time member</i>	01 August 2018

## Service Contracts

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

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

## Bonuses

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

## Audited Remuneration

### Single total figure of remuneration

Officials	Salary		Performance related pay		Pension benefits <sup>1</sup>		Total	
	2015/16 £000	2014/15 £000	2015/16 £000	2014/15 £000	2015/16 £0	2014/15 £0	2015/16 £000	2014/15 £000
Professor Nick Hardwick, Chairman (1)	0-5 (FYE 40-45)	-	-	-	-	-	0-5	-
Sir David Calvert-Smith, Chairman (2)	55-60	65-70	-	-	-	-	55-60	65-70
Martin Jones, Chief Executive (3)	35-40 (FYE 85-90)	-	-	-	59,000	-	95-100	-
Claire Bassett, Chief Executive (4)	45-50 (FYE 95-100)	90-95	0-5	-	19,000	35,000	70-75	125-130
Martha Blom-Cooper Full-time member (5)*	15-20 (FYE 65-70)	75-80	0-5	0-5	15,000	34,000	30-35	100-105
Stephanie McIntosh, Full-time member	65-70	60-65	0-5	0-5	45,000	23,000	110-115	80-85
Miranda Biddle, Director Operations	70-75	20-25 (FYE 70-75)	-	-	28,000	10,000	95-100	30-35
Faith Geary, Director Business Development (6)	30-35 (FYE 60-65)	-	-	-	8,000	-	30-35	-
Nigel Patterson, Director Corporate Affairs (7)	20-25 (FYE 60-65)	0-5	-	-	-	-	0-5	0-5
Cedric Pierce, Part-time member	0-5	0-5	-	-	-	-	0-5	0-5
Neil Butterfield Part-time member	0-5	0-5	-	-	-	-	0-5	0-5
Geraldine Berg Part-time member	0-5	0-5	-	-	-	-	0-5	0-5
Simon Ash Part-time member	0-5	0-5	-	-	-	-	0-5	0-5
Julian Lee Non-Executive Director	5-10	0-5	-	-	-	-	5-10	0-5

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

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



**Audited Remuneration (continued)****Single total figure of remuneration**

Officials	Salary		Performance related pay		Pension benefits <sup>1</sup>		Total	
	2015/16 £000	2014/15 £000	2015/16 £000	2014/15 £000	2015/16 £0	2014/15 £0	2015/16 £000	2014/15 £000
Dale Simon, Non-Executive Director	10-15	0-5	-	-	-	-	10-15	0-5
Caroline Corby, Non-Executive Director	5-10	0-5	-	-	-	-	5-10	0-5
Band of highest paid Director's remuneration							85-90	90-95
Median total remuneration							24,528	24,263
Ratio							3.5	3.8

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

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

- (1) Professor Nick Hardwick is appointed to work for 104 days at a cost of £400 per day. Professor Nick Hardwick commenced his term of Chairman on 21 March 2016
- (2) Sir David Calvert-Smith was paid a daily rate of £785 for days worked to a maximum of 90 days per year and received no pension entitlement. His tenure of chairmanship terminated on 18 March 2016
- (3) Martin Jones commenced his role of Chief Executive on 7 October 2015
- (4) Claire Bassett left the Parole Board on 6 October 2015
- (5) Martha Blom-Cooper left the Executive of the Parole Board on 30 June 2015
- (6) Faith Geary was appointed to the Management Committee on 7 September 2015
- (7) Nigel Patterson was appointed to the Management Committee on 16 November 2015
- (8) The remuneration disclosed for part time members who are members of the Management Committee is their remuneration for acting as a member of the Management Committee only
- (9) 'Salary' includes gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; and any other allowance to the extent that it is subject to UK taxation. Performance related pay is shown separately. These figures are exclusive of VAT, which is 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 2015/16 and 2014/15

## Audited Pay Multiples

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid directors in their organisation and the median remuneration of the organisation's workforce. The banded remuneration of the highest paid director at the Parole Board at 31 March 2016 was £85-90k (2014/15 £90-95k). This was 3.5 times (2014/15, 3.8 times) the median remuneration of the workforce, which was £24,529 (2014/15 £24,263). During the financial

year, the remuneration ranged from the minimum band of £15-20k to the highest band of £95-100k (2014/15 £15-20k). No employees received remuneration in excess of the highest paid director (2014/15 Nil).

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

## Audited Pension Entitlement

- The audited pension entitlements of the Full-Time Members, Chief Executive and Directors during 2015/16 were as follows

Name	Accrued pension at pension age as at 31/3/16 and related lump sum	Real increase in pension at pension age	Real increase in lump sum	CETV at 1 April 15	CETV at 31 March 16	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000	£'000
Martin Jones	20-25 & lump sum 60-65	2.5-5	5-7.5	274	333	35
Claire Bassett	10-15	0-2.5	-	109	122	6
Martha Blom-Cooper*	15-20 & lump sum 50-55	0-2.5	0-2.5	233	247	8
Stephanie McIntosh	10-15	0-2.5	-	122	160	21
Miranda Biddle	0-2.5	0-2.5	-	5	23	12
Faith Geary	10-15 & lump sum 25-30	0-2.5	0-2.5	110	135	13
Nigel Patterson	15-20	0-2.5	-	275	283	6

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

The full-time members and the Chief Executive are all full members of the Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) – known as “alpha”. Part-time members of the Board have no pension entitlement.

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or **alpha**, which provides benefits on a career average basis with a normal pension age equal to the member’s State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined **alpha**. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: three providing benefits on a final salary basis (**classic**, **premium** or **classic plus**) with a normal pension age of 60; and one providing benefits on a whole career basis (**nuvos**) with a normal pension age of 65.

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**, **nuvos** and **alpha** are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within ten years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between ten years and 13 years and five months from their normal pension age on 1 April 2012 will switch into **alpha** sometime between 1 June 2015 and 1 February 2022. All members who switch to **alpha** have their PCSPS benefits ‘banked’, with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or **alpha** – as appropriate. Where the official has benefits in both the PCSPS and **alpha** the figure quoted is

the combined value of their benefits in the two schemes.) 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 3% and 8.05% of pensionable earnings for members of **classic** (and members of **alpha** who were members of **classic** immediately before joining **alpha**) and between 4.6% and 8.05% for members of **premium**, **classic plus**, **nuvos** and all other members of **alpha**. Benefits in **classic** accrue at the rate of 1/80th of final pensionable earnings for each year of service.

In addition, a lump sum equivalent to three years initial pension is payable on retirement. For **premium**, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike **classic**, there is no automatic lump sum. **Classic plus** is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per **classic** and benefits for service from October 2002 worked out as in **premium**. In **nuvos** a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member’s earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in **alpha** build up in a similar way to **nuvos**, except that the accrual rate is 2.32%. 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% up to 30 September 2015 and 8% and 14.75% from 1 October 2015 (depending on the age of the member) into a stakeholder pension product chosen by the employee from a

panel of providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary up to 30 September 2015 and 0.5% of pensionable salary from 1 October 2015 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**, 65 for members of **nuvos**, and the higher of 65 or State Pension Age for members of **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes, but note that part of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website [www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk)

## Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits

accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

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

## Real increase in CETV

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

## Audited Information

### Staff Costs

a)	2015/16 £000	2014/15 £000
<b>Permanent Staff</b>		
Salaries and wages, including overtime	3,142	2,842
Pension contributions	549	441
Social security costs	249	229
	<b>3,940</b>	<b>3,512</b>
<b>Seconded Staff</b>		
Salaries and Wages	38	24
Pension contributions	8	4
Social Security Costs	3	2
	<b>49</b>	<b>30</b>
<b>Agency Staff</b>	<b>516</b>	<b>390</b>
<b>Parole Board Members' Fees</b>		
Fees	5,880	5,271
Social security costs on Fees paid	666	592
	<b>6,546</b>	<b>5,863</b>
<b>Total</b>	<b>11,051</b>	<b>9,795</b>

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

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

	2015/16				2014/15
	Employed	Seconded*	Agency	Total	Total
Management	4	–	–	4	4
Casework	104	1	–	105	95
Secretarial/administrative support	5	–	3	8	10
<b>Total</b>	<b>113</b>	<b>1</b>	<b>3</b>	<b>117</b>	<b>109</b>

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

c) Pension benefits

The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) – known as “alpha” are unfunded multi-employer defined benefit schemes but The Parole Board is unable to identify its share of the underlying assets and liabilities. The PCSPS scheme actuary valued the scheme as at 31 March 2012. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation at <http://www.civilservicepensionscheme.org.uk/about-us/resource-accounts/>

For 2015-16, employers’ contributions of £549,312 were payable to the PCSPS and CSOPS (2014-15 £444,875) at one of four rates in the range 20.0% to 24.5% of pensionable earnings, based on salary bands. The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2015-16 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a **partnership** pension account, a stakeholder pension with an employer contribution. Employers’ contributions of £9,405 were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 3% to 12.5% of pensionable earnings up to 30 September 2015 and from 8% to 14.75% of pensionable earnings from 1 October 2015. Employers also match employee contributions up to 3% of pensionable earnings. In addition, employer contributions of £2,103, 0.8% of pensionable pay up to 30 September 2015 and 0.5% of pensionable pay from 1 October 2015, were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service or ill health retirement of these employees.

Contributions due to the **partnership** pension providers at the balance sheet date were £873. Contributions prepaid at that date were £Nil.

d) The emoluments (non-pensionable) of the highest paid part-time Board Member were £147,453 (2014/15- £112,053). 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.

e) Payments of part-time Members' emoluments were within the following ranges:

	2015/16	2014/15
	No.	No.
Not exceeding £5,000	56	50
5,000 – 9,999	9	14
10,000 – 14,999	18	26
15,000 – 19,999	20	24
20,000 – 24,999	21	18
25,000 – 29,999	14	21
30,000 – 34,999	9	24
35,000 – 39,999	13	11
40,000 – 44,999	13	4
45,000 – 49,999	10	7
50,000 – 54,999	6	2
55,000 – 59,999	4	8
60,000 – 64,999	5	3
65,000 – 69,999	4	2
70,000 – 74,999	4	3
75,000 – 79,999	3	1
80,000 – 84,999	2	1
85,000 – 89,999	1	2
90,000 – 94,999	2	0
95,000 – 99,999	1	0
100,000 – 104,999	1	0
105,000 -109,999	0	1
110,000 -115,000	0	1
130,000 – 134,999	1	0
145,000 – 149,999	1	0
<b>Total</b>	<b>218</b>	<b>252</b>

Total member numbers 218 (252, 2014-15) includes members who are not active. There were 183 active members for 2015-16.

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

Exit package cost band	Total number of exit packages	Total number of exit packages
	2015/16	2014/15
£10,000-£25,000	–	1
£100,000-£150,000	–	–
Total number of packages	–	1
<b>Total cost £'000</b>	–	<b>20</b>

Redundancy and other departure costs are 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.

## g) Off payroll engagements

During the current period, the Parole Board has reviewed the tax arrangements of all its off-payroll appointments. All contractors within the scope of this exercise have been required to provide evidence of tax compliance. There have been no instances of non-tax compliant off-payroll engagements as at 31 March 2016. Further details of off-payroll engagements can be found in the MoJ consolidated accounts

## h) Consultancy spend

There was no spend on consultancy.

## i) Equality and Diversity

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

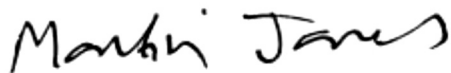
The appointment of members is the responsibility of the Secretary of State. Parole Board members are provided with training and guidance to act fairly when considering cases.

The Equality and Diversity Advisory Group is Chaired by a Parole Board member and reviews initiatives within the Secretariat and the membership, as well as wider aspects related to fairness to those engaged in the parole process, for example prisoners and victims.



As at 31 March 2016:

- The Management Committee was made up of 12 members, six female and six male.
- The Parole Board had only one member of staff at Senior Civil Servant (SCS) level, who sits on the Management Committee and is therefore included above.
- During the year, the Parole Board employed an average of 117 members of staff (112.27 FTE), 75 females (72.27 FTE) and 42 males (41FTE).
- There were 171 Parole Board members, of which 75 were females and 96 were males.



**Martin Jones**

**Chief Executive and Accounting Officer**

11 July 2016

## c. Parliamentary Accountability and Audit Report

### i. Audited Losses and Special Payments

	31 March 2016	31 March 2015
	£000	£000
<b>Compensation payments to prisoners</b>	<b>554</b>	<b>144</b>

These amounts relate to compensation claims resulting from judicial reviews and do not include legal costs. There were no other losses or special payments during the year.

# 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 2016 under the Criminal Justice Act 2003. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration and Staff Report and the Parliamentary Accountability disclosures that is described in those reports as having been audited.

## Respective responsibilities of the Accounting Officer and auditor

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

## Scope of the audit of the financial statements

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

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

## Opinion on regularity

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

## Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Parole Board's affairs as at 31 March 2016 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 parts of the Remuneration and Staff Report and the Parliamentary Accountability disclosures to be audited have been properly prepared in accordance with Secretary of State directions made under the Criminal Justice Act 2003; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### **Matters on which I report by exception**

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

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

### **Report**

I have no observations to make on these financial statements.

### **Sir Amyas C E Morse**

#### **Comptroller and Auditor General**

12 July 2016

National Audit Office

157-197 Buckingham Palace Road

Victoria

London

SW1W 9SP

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## **4. Financial Statements**

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## Statement of Comprehensive Net Expenditure

for the year ended 31 March 2016

	Notes	£000 2015/16	£000 2014/15
<b>Expenditure</b>			
Staff and member costs	2	11,051	9,795
Other operating costs	3	5,052	5,200
<b>Total comprehensive expenditure</b>		<b>16,103</b>	<b>14,995</b>

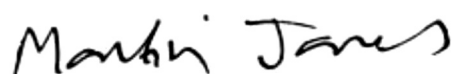
The notes on pages 72 to 80 form part of these accounts.

## Statement of Financial Position

### as at 31 March 2016

	Notes	2016 £000	2015 £000
<b>Non Current Assets</b>			
Property plant & equipment	4a	65	90
Intangible assets	4b	327	474
<b>Total non-current assets</b>		<b>392</b>	<b>564</b>
<b>Current Assets</b>			
Trade and other receivables	5	97	119
Cash at bank	6	65	1,026
<b>Total current assets</b>		<b>162</b>	<b>1,145</b>
<b>Total assets</b>		<b>554</b>	<b>1,709</b>
<b>Current Liabilities</b>			
Trade & other payables	7	(1,565)	(1,309)
Provisions	8	(343)	(210)
<b>Total current liabilities</b>		<b>(1,908)</b>	<b>(1,519)</b>
<b>Total assets less total liabilities</b>		<b>(1,354)</b>	<b>190</b>
<b>Taxpayers' Equity</b>			
<b>(Accumulated Deficit) General reserve</b>		<b>(1,354)</b>	<b>190</b>

The notes on pages 72 to 80 form part of these accounts.



**Martin Jones**

**Chief Executive and Accounting Officer**

11 July 2016

## Statement of Cash Flows

### for the year ended 31 March 2016

	Notes	2015/16 £000	2014/15 £000
<b>Cash flows from operating activities</b>			
Net expenditure for the year		(16,103)	(14,995)
Adjustments for:			
– Costs incurred by the Board but settled by MoJ	3	108	144
– MoJ overhead recharges	3	1,751	2,315
– Depreciation and amortisation	3	218	260
– Depreciation and amortisation on write offs	3	–	7
– Decrease/(Increase) in trade receivables	5	22	(43)
– Increase/(Decrease) in trade payables	7	256	(477)
– Increase/(Decrease) in provisions	8	133	(52)
<b>Net cash outflow from operating activities</b>		<b>(13,615)</b>	<b>(12,841)</b>
<b>Cash flows from investing activities</b>			
Additions to property, plant & equipment	4a	(20)	(79)
Additions to intangible assets	4b	(26)	(20)
<b>Net cash outflow from investing activities</b>		<b>(46)</b>	<b>(99)</b>
<b>Cash flows from financing activities</b>			
Resource grant-in-aid received from MoJ		12,680	13,060
Capital grant-in-aid received from MoJ		20	6
<b>Net financing</b>		<b>12,700</b>	<b>13,066</b>
<b>Net increase in cash and cash equivalents in the year</b>		<b>(961)</b>	126
Cash and cash equivalents at the beginning of the year		1,026	900
<b>Cash and cash equivalents at the end of the year</b>	6	<b>65</b>	<b>1,026</b>

The notes on pages 72 to 80 form part of these accounts.



## Statement of Changes in Taxpayers' Equity

### for the year ended 31 March 2016

	Note	General Reserve £000
<b>Balance at 31 March 2014</b>		<b>(340)</b>
<b>Changes in taxpayers' equity-2014/15</b>		
Net expenditure for year ended 31 March 2014		(14,995)
Asset transferred from MoJ sponsor		6
Grant-in-aid towards expenditure		13,060
Grant-in-aid received, being costs settled by MoJ		144
Grant-in-aid received, being soft recharge of overheads		2,315
<b>Balance at 31 March 2015</b>		<b>190</b>
<b>Changes in taxpayers' equity-2015/16</b>		
Net expenditure for year ended 31 March 2016		(14,995)
Grant-in-aid towards expenditure		12,700
Grant-in-aid received, being costs settled by MoJ		108
Grant-in-aid received, being overheads recharged by MoJ		1,751
<b>Deficit balance at 31 March 2016</b>		<b>(1,354)</b>

The notes on pages 72 to 80 form part of these accounts.

# Notes to the Accounts

## for the year ended 31 March 2016

### 1. Statement of Accounting Policies

#### a) Accounting convention

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.

These financial statements have been prepared in accordance with the 2015-16 *Government Financial Reporting Manual (FReM)* issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Parole Board for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Parole Board are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

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

#### b) Grant-in-aid

HM Treasury's Financial Reporting Manual (FReM) requires Non-Departmental Public Bodies (NDPBs) to account for grants received for both revenue and capital grant-in-aid as financing because they are regarded as

contributions from a controlling party which give rise to a financial interest in the residual value of NDPBs. All grant-in-aid is therefore credited to the General Reserve when received. Grant-in-aid credited to reserves includes costs met by other parts of government.

#### c) Legal and compensation costs

Legal and compensation costs incurred are settled by the Board. These costs are recorded in the Statement of Comprehensive Net Expenditure to report the full cost of the Board's operations and the funding for these costs is included in grant-in-aid credited to reserves.

#### d) 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. Such services are recorded in the Statement of Comprehensive Net Expenditure to report the full cost of the Board's operations and the funding for these costs is included in grant-in-aid credited to reserves. The services are accounted for at full cost based on the services received.

#### e) Non-current assets

Tangible and intangible non-current assets are capitalised when the original purchase price is £1,000 or over and they are held for use on an ongoing basis. Tangible and intangible non-current assets are shown at depreciated historical cost as a proxy for fair value. Non-current assets are not revalued as all assets have a short life and the effect of revaluation has been shown to be immaterial.

## f) Depreciation and amortisation

- Information Technology hardware and software: Depreciation is provided on a straight line basis, at rates calculated to write off the purchase costs over three 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 five years from February 2013, when the latest development phase (DEP3) was brought into use.
- Furniture & fittings: Depreciation is provided on a straight line basis, at rates calculated to write off the purchase costs over five years.

## 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) and the Civil Servant and Other Pension Scheme (CSOPS) which are contributory and unfunded. Although the schemes are defined benefit schemes, liability for payment of future benefits is a charge to the PCSPS and CSOPS. The Parole Board meets the cost of pension cover, provided for the staff employed, by payment of charges calculated on an accruing basis. There is a separate scheme statement for the PCSPS and CSOPS 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 12).

## 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.

## J) New standards, amendments and interpretations issued but not effective for the financial year and not early adopted

IFRS 15 'Revenue from contracts with customers' and IFRS 9 'Financial Instruments' are not yet effective for public sector reporting. These standards are not foreseen to have any material impact on the Parole Board's operations.

## 2. Staff and Member Costs

	2015/16 £000	2014/15 £000
<b>Permanent Staff</b>		
Salaries and wages, including overtime	3,142	2,842
Pension contributions	549	441
Social security costs	249	229
	<b>3,940</b>	<b>3,512</b>
<b>Seconded staff</b>		
Salaries and Wages	38	24
Pension contributions	8	4
Social Security Costs	3	2
	<b>49</b>	<b>30</b>
<b>Agency staff</b>	<b>516</b>	<b>390</b>
<b>Parole Board Members' Fees</b>		
Fees	5,880	5,271
Social security costs on Fees paid	666	592
	<b>6,546</b>	<b>5,863</b>
<b>Total</b>	<b>11,051</b>	<b>9,795</b>

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

### 3. Other Operating Costs

	2015/16 £000	2014/15 £000
Travel and subsistence – Members	696	762
Travel and subsistence – Staff	26	49
Information technology costs	259	168
Casework management system running costs	325	272
Operating leases	46	121
Stationery and printing	266	288
Recruitment costs	2	50
Members' training	6	57
Staff training	11	26
Audit fees – external audit (NAO)*	22	22
Audit fees – internal audit	30	33
Legal and compensation costs	1,133	456
Professional fees	8	-
Miscellaneous Costs	145	177
Depreciation and amortisation	218	260
<b>Costs met by the Parole Board</b>	<b>3,193</b>	<b>2,741</b>
<b>Costs incurred by the Parole Board but settled by the Ministry of Justice: (Non cash costs)</b>		
Accommodation and other common services	1,751	2,315
Serving judges	108	144
<b>Total Other operating costs</b>	<b>5,052</b>	<b>5,200</b>

\* No fees were paid to external auditors for non-audit work.

## 4a. Property, Plant & Equipment

Movements in 2015/16	Furniture £000	IT hardware £000	Total £000
<b>Cost</b>			
At 1 April 2015	1	320	321
Additions	–	20	20
Disposal	–	–	–
<b>At 31 March 2016</b>	<b>1</b>	<b>340</b>	<b>341</b>
<b>Accumulated depreciation</b>			
At 1 April 2015	1	230	231
Charge for the year	–	45	45
Depreciation on disposals	–	–	–
<b>At 31 March 2016</b>	<b>1</b>	<b>275</b>	<b>276</b>
<b>Net book value at 31 March 2016</b>	<b>–</b>	<b>65</b>	<b>65</b>
Net book value at 31 March 2015	–	90	90

Movements in 2014/15	Furniture £000	IT hardware £000	Total £000
<b>Cost</b>			
At 1 April 2014	79	401	480
Additions	–	79	79
Disposal	(78)	(160)	(238)
<b>At 31 March 2015</b>	<b>1</b>	<b>320</b>	<b>321</b>
<b>Accumulated depreciation</b>			
At 1 April 2014	75	318	393
Charge for the year	1	72	73
Depreciation on disposals	(75)	(160)	(238)
<b>At 31 March 2015</b>	<b>1</b>	<b>230</b>	<b>231</b>
<b>Net book value at 31 March 2015</b>	<b>–</b>	<b>90</b>	<b>90</b>
Net book value at 31 March 2014	4	83	87

## 4b. Intangible Assets

Movements in 2015/16	IT Software £000	Casework Management System £000	Total £000
<b>Cost</b>			
At 1 April 2015	120	1,314	1,434
Additions	8	18	26
Disposal	-	-	-
<b>At 31 March 2016</b>	<b>128</b>	<b>1,332</b>	<b>1,460</b>
<b>Accumulated amortisation</b>			
At 1 April 2015	98	862	960
Charge for the year	10	163	173
Amortisation on disposal	-	-	-
<b>At 31 March 2016</b>	<b>108</b>	<b>1,025</b>	<b>1,133</b>
<b>Net book value at 31 March 2016</b>	<b>20</b>	<b>307</b>	<b>327</b>
Net book value at 31 March 2015	22	452	474

Movements in 2014/15	IT Software £000	Casework Management System £000	Total £000
<b>Cost</b>			
At 1 April 2014	264	1,314	1,578
Additions	20	-	20
Disposal	(164)	-	(164)
<b>At 31 March 2015</b>	<b>120</b>	<b>1,314</b>	<b>1,434</b>
<b>Accumulated amortisation</b>			
At 1 April 2014	231	702	933
Charge for the year	27	160	187
Amortisation on disposal	(160)	-	(160)
<b>At 31 March 2015</b>	<b>98</b>	<b>862</b>	<b>960</b>
<b>Net book value at 31 March 2015</b>	<b>22</b>	<b>452</b>	<b>474</b>
Net book value at 31 March 2014	33	612	645

## 5. Trade and Other Receivables

Amounts falling due within one year	2016 £000	2015 £000
Prepayments	17	13
Staff receivables	36	25
MoJ intra department receivables	26	24
Other government receivables	18	57
<b>Total</b>	<b>97</b>	<b>119</b>

## 6. Cash at Bank

	2016 £000	2015 £000
Balance at 1 April	1,026	900
Net change in cash and cash equivalent balances	(961)	126
<b>Balance at 31 March</b>	<b>65</b>	<b>1,026</b>
<b>Total cash held in Government</b>	<b>65</b>	<b>1,026</b>

## 7. Trade and Other Payables

Amounts falling due within one year	2016 £000	2015 £000
Tax and social security	220	253
Trade payables	429	471
Accrued holiday pay	54	45
Accruals	833	506
MoJ Internal audit	5	12
Shared services payroll	24	–
<b>Total</b>	<b>1,565</b>	<b>1,309</b>



## 8. Provisions for Liabilities and Charges

	£'000
Balance at 31 March 2015	210
Provided in the year	194
Utilised in the year	(61)
<b>Balance at 31 Mar 2016</b>	<b>343</b>

The Provisions all relate to legal claims. They have 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 12.

All provisions are short term.

## 9. Related Party Transactions

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

The Home Office and the National Offender Management Service provided IT and telecommunications support.

Before Nick Hardwick became Chairman of the Parole Board, he was Chief Inspector of Prisons. This Directorate is part of the Ministry of Justice Group.

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

The Remuneration Report provides information on key management compensation.

## 10. 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 2016 £000	31 March 2015 £000
Payments due within one year	16	1
Payments due within 2-5 years	29	–
<b>Total</b>	<b>45</b>	<b>1</b>

There were no commitments falling due after five years.

## 11. 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, currency or market risk.

## 12. 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 current 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 £80,791 (2015 - £145,000). 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 8 above, Provisions for Liabilities and Charges.

## 13. Events after the Reporting Period

There were no events after the reporting period that require disclosure. The Accounting Officer authorised these financial statements for issue on the date of signing by the Comptroller and Auditor General.

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## **5. Membership**

Of the Parole Board between  
1 April 2015 and 31 March 2016

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### Professor Nick Hardwick

A Professor of Criminal Justice at the School of Law, Royal Holloway University of London. Her Majesty's Chief Inspector of Prisons for England and Wales (2010-2016). The first Chair of the Independent Police Complaints Commission (2003 to 2010). Began career in the voluntary sector. (Appointed March 2016).

### Sir David Calvert-Smith

Sir David Calvert-Smith was a High Court Judge in the Queen's Bench Division from 2004 to 2012 and was a Presiding Judge of the South Eastern Circuit from 2006 to 2010. Served as the Director of Public Prosecutions from 1998 to 2003. (Appointed 2012 – Leaving Date March 2016).

### Sir Neil Butterfield

High Court Judge. Vice-Chairman from November 2004. Retired from the bench in October 2012. (Appointed 2003 – Leaving Date December 2015).

### Lindsay Addyman JP

Former Assistant Prisons' Ombudsman. Member, Home Secretary's Advisory Board on Restricted Patients. Chairman, IMB, HMP Full Sutton. Part-time independent member, 1987-91. Part-time independent member 2000-10. Full-time member, 1992-98. Magistrate. Member since 2009 of the Disciplinary, Admissions and Licencing Committee for ACCA. (Appointed 2012).

### Simon Ash QPM

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

### Dr John Baird MD, FRCPsych

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

### Dawn Baker MA, DipSW

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

### Pamela Baldwin

Criminal law solicitor. (Appointed 2010).

### Richard Baldwin

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

### His Honour Judge Christopher Ball QC

Circuit Judge (2001 to date). Recorder and Queen's Counsel (1993). Barrister at law (1972-2001). (Appointed 2010 – Leaving Date January 2016).

### His Honour Judge Anthony Bate

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

### Dr. Jacqueline Bates-Gaston BA(Hons) MSc. MSc. PhD. MBACP. C.Psychol. AFBPsS

Chartered and Registered Forensic Psychologist. 1980-1991 Senior Lecturer in Psychology at the University Of Ulster. 1991-2015 Chief Psychologist and Head of Psychology and Interventions with the Northern Ireland Prison Service with responsibility for the development of services for prisoners and staff. Former Honorary Professor in Applied Psychology at the University of Herriot Watt, Edinburgh. Currently a Partner with the Health and Care Professions Council for Fitness to Practise Panels, Continuing Professional Development assessments and an academic visitor in monitoring standards of education and training in forensic psychology. (Appointed 2011).

### His Honour John Beashel DL

Retired Circuit Judge (October 2008). Legal Member, Mental Health Review Tribunal (2008-2012). (Appointed 2007 – Leaving Date March 2016).

### His Honour Judge Martin Beddoe

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

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

BPS Chartered & HCPC Registered Consultant Forensic Psychologist. Senior Psychologist in Personality Disorder Service, South London

and Maudsley NHS Trust. Previously Head of Psychology Department in Mental Health Services (independent sector), NHS, Deputy Head of Psychology in HM Prison Service and Mental Health Co-ordinator for Medecins Sans Frontieres (Doctors without Borders) in Zimbabwe. (Appointed 2011).

### **Kerrie Bell**

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

### **Geraldine Berg OBE JP**

Independent Complaint Reviewer for public bodies; Chair Administrative Justice Forum; Former Chair SE London Probation Service; Former Chair Ravensbourne NHS Trust; Solicitor (non-practising). (Appointed 2012).

### **His Honour Judge Peter Birts QC**

Circuit Judge, Snaresbrook Crown Court (2005-10), Kingston Crown Court (2010). Legal Member, Mental Health Review Tribunal (1994 to date). (Appointed 2006).

### **Dr Dawn Black MSc, MD, FRCPsych**

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

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

Practising Forensic Psychologist registered with the Health Professionals Council. Full-time member and Director of Business Development (2008-July 2015). Previously senior manager in HM Prison Service. (Appointed 2008).

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

Former career youth justice, probation service. National safeguarding children specialist, Independent Chair Oxfordshire, Hampshire and Isle of Wight LSCBs. (Appointed 2005 – Leaving Date December 2015).

### **Nigel Bonson MA (Exon)**

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

### **His Honour Judge Robert Brown**

Circuit Judge, Criminal law at Preston Crown Court (2002-2010). Circuit Judge, Northern Circuit (1988 to date). Family Judge, Deputy High Court Judge Family and Civil (1989-2002). Resident Judge in Carlisle (1989-2001) Barrister (Manchester) 1968. (Appointed 2008).

### **His Honour David Bryant**

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

### **Laura Buckley**

Former diplomat, Foreign & Commonwealth Office, (1989-2006). Crown servant, MOD (2006-07). (Appointed 2007 – Leaving Date May 2015).

### **Graham Bull**

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

### **His Honour Jeffrey Burke BA, QC**

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

### **His Honour Michael Burr**

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

### **Bruce Butler**

Solicitor. Former Senior Civil Servant, Head of Inland Revenue Crime Group and Head of Direct Tax, Fraud Prosecutions Division, Revenue and Customs Prosecutions Office. (Appointed 2007 – Leaving Date January 2016).

### **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 – Leaving Date July 2015).

### **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 – Leaving Date September 2015).

**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 – Leaving Date October 2015).

**Ian Clewlow BA (Hons), MSW**

Deputy Chief Executive of Devon and Cornwall Probation Trust and the Dorset Devon and Cornwall Community Rehabilitation Company and former Probation Officer for 33 years until 2015. Now Director of Operations for EDP Drug and Alcohol Services from 2016. (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).

**Peter Coltman BA (Hons) MA**

Interests in philosophy and ethics, particularly relating to Criminal Justice, now regularly sits as a panel member and chair at oral hearings along with Duty Member responsibilities. No other employment. (Appointed 2010).

**Andrea Cook OBE, BA (Hons), MA (Ed)**

Specialist in consumer and regulatory affairs in various sectors. Independent specialist policy adviser to Government in energy and environmental affairs. Independent consumer 'champion' for customers of Yorkshire Water and United Utilities. Former Chair, Consumer Council for Water (Northern region/member of Board from 2005 to 2015). 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). He has re-joined 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 – Leaving Date January 2016).

**Michael Crewe MA (Cantab), JP**

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

**Geoff Crowe BSc (Hons), MSc**

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

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

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

### Dr Sue Dale

Chartered Tax Adviser. Former investment banker. Member of the Upper Tribunal, Tax and Chancery Chamber. Member of the First-tier Tribunal, General Regulatory Chamber. Magistrate – Central London Local Justice Area. (Appointed 2007).

### Dr Lynne Daly MA MB BChir FRCPsych

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

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

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

### Sue Davies

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

### His Honour Judge Simon Davis

Circuit Judge, Isleworth Crown Court (January 2013 – present) Aylesbury Crown Court (October 2011- December 2012) Inner London Crown Court (November 2004 – 2011). Practised at the Criminal Bar between 1980-2004 and recorder (1998-2004). (Appointed 2009 – Leaving Date July 2015).

### His Honour Judge Paul Dodgson

Circuit Judge, Southwark Crown Court (2001-08) and Kingston Crown Court (2008). (Appointed 2003 – Leaving Date September 2015).

### Victoria Doughty

A career in the Probation Service specialising in sexual offending, substance misuse and practice development. Appointed in 2010 as a Specialist Probation Member; has been an Independent Panel Chair since 2014. (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, Victim Liaison Unit manager for Hampshire and MAPPA Chair. A specialist in substance misuse for ten years. (Appointed 2010).

### Sir Stewart Eldon KCMG, OBE

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

### Annalise Elliott BA (Hons), MSc

30 years' management experience in the public, private and voluntary sectors (crime, justice and abuse) – currently working for the Board, lecturing for foreign universities and undertaking private consultancy work. (Appointed 2010).

### Christopher Emerson

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

### His Honour Fabyan Evans

Retired Circuit Judge. Resident Judge, Middlesex Guildhall Crown Court (1995-2005). (Appointed 2005 – Leaving Date August 2015).

### Joanna Evans

Barrister. Deputy District Judge (Magistrates' Court). Recorder of the Crown Court. Judge of the First Tier Mental Health Tribunal (Restricted Patients' Panel). (Appointed 2009).

### Kim Evans OBE

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

### Rick Evans

Former Senior Civil Servant. Registered practitioner Occupational Psychologist. Part-time management consultant for assessment centres, coaching and quality assurance processes. Associate of the College of Policing. (Appointed 2005).

### Simon Evans LLB

Solicitor. Deputy Traffic Commissioner for the North West of England. Former Area Director HMCTS. (Appointed 2007).

### Sir Roderick Evans

Barrister 1970-1992, Circuit Judge 1992-2001, High Court Judge 2001-2013. (Appointed 2012).

### Kay Fielding

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

### His Honour Peter Fingret

Retired Circuit Judge (1992-2005). Stipendiary Magistrate (1982-92). Legal Member, Mental Health Review Tribunal (1994). (Appointed 2003 – Leaving Date January 2016).

### Sue Finn

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

### Sian Flynn BA (SS) Hons

Freelance fundraising consultant and qualified coach. Former Chairman, Ashford and St Peter's NHS Trust. Lay Associate, Fitness to Practice panels Medical Practitioners Tribunal Service. (Appointed 2005).

### His Honour Paul Focke QC

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

### Michael Fox

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

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

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

### Lucy Gampell OBE

Current President of Children of Prisoners' Europe (European NGO); Trustee, CLINKS; Former Director Action for Prisoners' Families (1993-2008). (Appointed September 2009).

### Philip Geering

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

### His Honour Alan Goldsack QC, DL

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

### Kevin Green

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

### Anthony Greenland MA JP

Magistrate. Former policy adviser and consultant on forensic mental health, drug misuse and public health. Was Director of Strategy for the high secure psychiatric hospitals and UK representative on the management board of the European Union's drug misuse monitoring centre. Was visiting professor of health and social sciences at Middlesex University and Department of Health representative on the Advisory Council on the Misuse of Drugs. Has been trustee of NCH Action for Children, of the Foundation for People with Learning Disabilities and the Mental Health Foundation. (Appointed 2005).

### His Honour David Griffiths

Retired as a full-time judge on 31 July 2009. First joined the Parole Board in 1996, and was re-appointed in 2005. (Appointed 2005 – Leaving Date December 2015).

### Ronno Griffiths

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



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

Emeritus Professor of Forensic Psychiatry, KCL. Member, Home Secretary's Advisory Board on Restricted Patients (1982-91). Chairman, Faculty of Forensic Psychiatry, Royal College of Psychiatrists (2000-04). (Appointed 2006 – Leaving Date November 2015).

### James Haines MBE

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

### Dr Roisin Hall C.Psychol, FBPsS

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

### Mary Handley

Formerly Director of Internal Audit and Inspection at the NSPCC. Professional specialism in assessment of risk and child protection cases. (Appointed 2012).

### Alan Harris

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

### Eliza Harris BSc (Hons), MSc, C Psychol, AFBPsS

Chartered Forensic Psychologist. Former Principal Psychologist with HM Prison Service (16 years experience). Now working in private practice providing risk assessment to the Family Court, consultancy to the Probation Service and coaching psychology services. (Appointed 2011).

### Peter Haynes

Retired. Former 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 – Leaving Date September 2015).

### Andrew Henwood

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

### Glyn Hibberd

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

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

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

### John Holt

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

### His Honour Judge Stephen Holt

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

### Joanna Homewood CPsychol, MSc, BA, AFBPsS

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

### His Honour Judge Mark Horton

Appointed judge in 2008. Recorder (1999-2008). Barrister in Bristol for 32 years. Practice of criminal work and personal injury work. Appointed Diversity and Community relations Judge in Avon and North Somerset 2009. (Appointed 2010).

### Jane Horwood QPM

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

### Liz Housden

Management Consultant. Former HR Director, voluntary sector. Former Member, Lancashire Probation Board (2003-06). (Appointed 2005 – Leaving Date September 2015).

### Phillip Hughes

Farmer. Board of Visitors and Local Review Panel HMYOI Deerbolt 1982-2002, Founder and Chair, Teesdale Community Resources (Young People's Charity) 1982 – present. (Appointed 2009).

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

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

### Claire Hunt

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

### Dr Mike Isweran

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

### 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; Facilitator and trainer for UCL Judicial Institute; Family Mediator. (Appointed 2007).

### Chitra Karve

Solicitor. Vice Chair of the Disciplinary Committee of the Royal College of Veterinary Surgeons, Tribunal Chair, Medical Practitioners Tribunal Service. Former Director of Member Development and Practice at the Parole Board. (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 – Leaving Date August 2015).

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

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

### **Sarah Khan**

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

### **Assia King**

Voluntary sector background working with a variety of social issue based organisations/charities. Member of Social Security Tribunal. (Appointed 2010).

### **Martin King JP, BA, DMS**

JP, Sussex Bench (1989-2014) now on supplemental list. (Appointed 2007).

### **Mark Lacey**

Retired Detective Superintendent with Northamptonshire Police. (Appointed 2010).

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

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

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

Consultant Forensic Psychiatrist, Oxford Clinic Regional Secure Unit. Clinical Lead – Forensic Services, Oxford Health NHS Foundation Trust. (Appointed 2006).

### **Heidi Leavesley**

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

### **Dr Sharon K C Leicht**

British Psychological Society Chartered Clinical and Chartered Forensic Psychologist and Associate Fellow of the BPS. Currently a Consultant Psychologist in Independent Practice. Previously Consultant Psychologist with the NHS with over seventeen years experience in challenging behaviour units, community centres, and low and medium secure hospitals. Additional experience in Australia as a Consultant/Senior Psychologist in health/mental health (hospitals and community), prisons and military establishments. (Appointed 2011).

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

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

### **Robin Lipscombe JP**

Magistrate (Supplemental List). Formerly Vice Chairman Hertfordshire Police Authority and Chair Hertfordshire Probation Board. Independent member of the Parole Board 2000-2010. Parole Board appraiser and mentor 2010-12. (Appointed 2012).

### **His Honour Judge Shaun Lyons CBE**

Service in the Royal Navy 1961 to 1992. Called to the Bar 1975. Circuit Judge since 1992. Resident Judge Wood Green since 1995. Deputy Chairman and Chairman Lord Chancellors Middlesex Advisory Committee for Magistrates (1994 to 2006). (Appointed 2010).

### **Rob Mandley MSc, MA**

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

### **Bill Mayne**

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

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

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

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

Management and communications consultant and NED; former Chair, Buckinghamshire Healthcare NHS Trust; MPTS Interim Orders lay panellist; Lay Assessor for NHS National Clinical Assessment Service. (Appointed 2009).

### **Stephanie McIntosh**

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

### **His Honour Bruce McIntyre**

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

### **Robert McKeon JP**

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

### **His Honour Judge Christopher Metcalf**

Circuit Judge. (Appointed 2010).

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

Former Probation Officer of Thames Valley Probation Area. Appointed to the Bench as JP for Thames Valley (2014). (Appointed 2007).

### **Tom Millest**

Former Chief Inspector in the Metropolitan Police Service, with specialist experience in public order, major incidents and corporate IT projects. Harkness Fellow of Commonwealth Fund of New York 1994-5. (Appointed 2010).

### **His Honour Judge Clive Million**

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

### **His Honour John Milmo QC**

Retired Circuit Judge. (Appointed 2005 – Leaving Date January 2016).

### **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 Tony Mitchell**

Retired Circuit Judge. (Appointed 2010).

### **Her Honour Judge Anne Molyneux**

Circuit Judge and designated community relations and diversity Judge at the Crown Court at Isleworth (2007 to date). Formerly a partner in an international law firm. Became a solicitor in 1983 and a Recorder in 2000. Independent member of the Parole Board (2003-2007). Review Committee Chair (2015 to date). (Appointed 2010).

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

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

### **Lorraine Mosson-Jones**

HCPC Registered and BPS Chartered Forensic Psychologist, currently practising independently. Registrar for BPS Forensic Psychology Qualification since 2014. Previously, Clinical Director for specialist residential childcare provider and 13 years' experience in the Prison Service as a practising psychologist and in senior management. (Appointed 2011).

### **Michael Mulvany**

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

### Steve Murphy CBE FRSA

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

### David Mylan BSc, LLM

Solicitor (non-practising). Part-time Tribunal Judge MHT. (Appointed 2009).

### Celeste Myrie

Probation, Health & Care Professions Council lay panel member. (Appointed 2009).

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

Retired Consultant Forensic Psychiatrist, Ravenswood House MSU. Former chair Forensic Faculty Royal College of Psychiatrists. Former chair Health Advisory Committee to the Prison Service. (Appointed 2008).

### Glyn Oldfield

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

### His Honour Judge Robin Onions

Resident Judge (2005 to date). Circuit Judge (2000 to date). Recorder (1995). Assistant Recorder (1991) Solicitor (1973). (Appointed 2010 – Leaving Date May 2015).

### 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 – Leaving Date October 2015).

### His Honour Judge Tudor Owen

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

### Judge Alan Pardoe QC

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

### Freda Parker-Leehane

Senior Probation Officer managing public protection. Panel member assessing new foster carers. Probation Officer for seven years. Manager for youth offending service for five years. Currently a MAPPA manager. (Appointed 2010 – Leaving Date February 2016).

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

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

### Steve Pepper MA, BA (Hons)

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

### Cedric Pierce JP

Vice Chairman from October 2015. Retired railwayman. Previously Director of South Eastern Trains (Holdings) Ltd 2003 – 2006, and Director, BRB (Residuary) Ltd 2002-2013. (Appointed 2005).

### Jenny Portway

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

### Bernard Postles QPM, BSc (Hons)

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

### Sue Power

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

### His Honour Judge Stephen Powles QC

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

### Caroline Preston CPsychol CSci AFBPsS

Chartered Psychologist, Registered Clinical and Forensic Psychologist, Psychotherapist and Gender Specialist. Previously employed as Principal Psychologist and Head of Unit for HMPS, Senior Psychologist for Scottish Prison Service, Gender Specialist/Psychologist for Tyne and Wear NHS Trust and Clinical Teacher for University of Newcastle. (Appointed 2012).

### Arthur Price-Jones LLB

Solicitor (retired). Former Town Clerk of Leicester City Council. Past Member of the Council of the Law Society. Former part-time member of the Police Complaints Authority. (Appointed 2005 – Leaving Date September 2015).

### Emma Pusill BA (Hons)

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

### Alan Rayner BSc, MBA, JP

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

### Colin Reeve, JP

Formerly Civil Service manager for 22 years and has served as a Magistrate for 25 years. (Appointed 2010).

### His Honour Martin Reynolds

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

### His Honour Judge Philip Richards

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

### His Honour Jeremy Roberts QC

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

### Jon Roberts MA, BSc ECON

Judge of Court of Protection and First-tier Tribunal Judge (Social Entitlement Chamber). Solicitor (Non Practising). (Appointed 2007).

### His Honour Patrick Edward Robertshaw

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

### Jennifer Rogers

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

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

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

### His Honour John Rubery

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

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

Circuit Judge and Deputy High Court Judge from 2002. Formerly part time Chairman of Social Security Appeal Tribunal, Mental Health Tribunal and Senior Judge of the Sovereign Base Areas Cyprus. (Appointed 2010).

### Deep Sagar

Non-executive Director/Management consultant. Ex-Chair of Hertfordshire Probation Board and of NOMS' South West Reducing Re-offending Partnership; present chair of the audit and assurance board of the National Police Chiefs' Council. (Appointed 2007).

### Peter Sampson

Former Chief Probation Officer, South Wales (1994-2003); previously non-executive director Aneurin Bevan Healthcare Trust 2003-2014. (Appointed 2005 – Leaving Date September 2015).

### His Honour John Samuels QC

Retired Circuit Judge. Chairman, Criminal Justice Alliance. President, Prisoners Education Trust. Vice-President, Unlock; and Assn of Members of Independent Monitoring Boards. Trustee, Howard League for Penal Reform. Former Chairman, Criminal Committee, Council of HM Circuit Judges. (Appointed 2005 – Leaving Date – September 2015).

### Kate Saward

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

### Dr Heather Scott

Board Member, AgeUK County Durham. Board Member of Higham Hall College, Cumbria. (Appointed 2005 – Leaving Date September 2015).

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

Retired Sr. Crown Prosecutor; (Cambs. 2001-2008); Attorney at Law admitted to the Federal and State Bar Associations of Commonwealth of Kentucky and the State of Indiana and Law Society of England and Wales; Court Certified Civil and CAVADINO; Family Mediator; Former University adjunct lecturer (Business and Law). (Appointed 2010 – Leaving Date November 2015).

### Sajda Shah

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

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

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

### His Honour Judge Francis Sheridan

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

### His Honour Edward Slinger

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

### Susan Smith

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

### Aikta-Reena Solanki

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

**His Honour Leslie Spittle**

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

**Nigel Stone**

Former university teacher in criminology and Criminal Justice. A former probation officer. Has been involved with parole work since 1997. (Appointed 2010).

**Jennie Sugden**

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

**Carol Swaffer LLB**

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

**Kay Terry**

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

**Ilana Tessler**

Chair of Practice Committees, Nursing and Midwifery Council; Chair of Fitness to Practise Panels, General Dental Council. (Appointed 2005).

**Jo Thompson**

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

**Rose Thompson MA, LLM, LPC, RGN**

Former lawyer for the Crown Prosecution Service leading on Hate Crime, Elder Abuse and Mental Health across the CPS in the West Midlands. Lead tutor on Mental Health Law and Learning Disability for the CPS. (Appointed 2010).

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

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

**Helen Trinder**

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

**Adrian Walker-Smith**

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

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

Formerly a Senior Manager within Marketing, Operations and Sales for Littlewoods Shop Direct Group. Currently a Non-Executive Board Director and Trustee for a community based charity specialising in employment, advice, youth, mediation and mental health issues. (Appointed 2009).

**David Watson**

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

**His Honour Judge Nicholas Webb**

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

**Alan Whiffin**

Formerly Chief Probation Officer, Bucks and Oxfordshire. (Appointed 2012).

**Denise White**

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



### His Honour Judge Graham White

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

### Dr Helen Whitworth MBChB, MSc, MRCPsych

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

### Bernadette Wilkinson

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

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

Consultant Forensic Psychologist with South Staffordshire & Shropshire NHS Foundation Trust. HCPC registered and BPS Chartered, Associate Fellow BPS. Previously Regional Principal Psychologist, NOMs: Public Sector Prisons for over 8 years. Experience of working in the NHS, Prison and Probation Services. (Appointed 2011).

### Patricia Williamson CIPD

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

### Sarah Wilson

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

### His Honour Scott Wolstenholme

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

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

**Chief Executive,  
Parole Board,  
52 Queen Anne's Gate,  
London SW1H 9AG**

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## 6. Glossary

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APL	Association of Prison Lawyers
C&AG	Comptroller and Auditor General
CJC	Criminal Justice and Courts Act 2015
DCR	Discretionary Conditional Release
DPP	Detention for Public Protection
ECHR	European Convention on Human Rights
EDS	Extended Determinate Sentence
EPP	Extended Sentence for Public Protection
ESP	Extended Sentence Prisoner
FFF	Fair for the Future Project
FOI	Freedom of Information
FReM	HM Treasury's Financial Reporting Manual
GPPd	Generic parole process for determinates
GPPi	Generic parole process for indeterminates
HMP	Her Majesty's Prison
HLPR	Howard League for Penal Reform
ICM	Intensive Case Management (discontinued process)
IIP	Investors in People
IPP	Indeterminate Sentence for Public Protection
JR	Judicial Review
JRP	Joint Review Panel
KeyRing	Charity helping offenders with a learning disability
LASPO	Legal Aid Sentencing and Punishment of Offenders Act 2012
LED	Licence Expiry Date
MCA	Member Case Assessment
MOJ	Ministry of Justice
NAO	National Audit Office
NDPB	Non-Departmental Public Body
NOMS	National Offender Management Service
NPS	National Probation Service
OBR	Osborn, Booth & Reilly Supreme Court Ruling
ORA	Offender Rehabilitation Act 2014
OASys	Offender Assessment System

PAS	Prisoners' Advice Service
PBMRG	Parole Board Membership Representative Group
PBUG	Parole Board User Group
PED	Parole Eligibility Date
PPCS	Public Protection Casework Section
PPUD	Public Protection User Database
PRT	Prison Reform Trust
PSRB	Parole Standards Review Board
SDS	Standard Determinate Sentence
SED	Sentence Expiry Date
SOPC	Sentence for Offenders of Particular Concern
SSJ	Secretary of State for Justice
VLO	Victim Liaison Officer
VPS	Victim Personal Statement