

the Parole Board

working with others
to protect the public

Parole Board for England and Wales – Annual Report and Accounts 2016/17

and Wales

Annual Report and Accounts 2012/13

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Report of the Parole Board

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

Parole Board for England and Wales

Annual Reports and Accounts 2017/18

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 David Gauke MP
Lord Chancellor and Secretary of State for Justice
Ministry of Justice
102 Petty France
London, SW1H 9AJ

16 July 2018

Dear Justice Secretary

I have pleasure in presenting to you the Parole Board's Annual Report and Accounts for 2017/18.

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

2017/18 marked the 50th anniversary of the creation of the Parole Board. This was celebrated through a variety of major events and projects throughout the year.

In March 2018 a release decision of the Parole Board was successfully challenged by judicial review. This is the first time this has happened. The judgment also found Rule 25 was unlawful. The judgment has led to a number of changes to the way the Parole Board currently works and more changes are likely in the future.

In 2017/18 the Parole Board dealt with more cases at oral hearing than ever before. This has contributed to us reaching our target this year to bring the backlog of outstanding cases down to around 1,200.

I am grateful for the support both you and your predecessors have given to the work of the Board and I am confident that we will continue to make good progress.

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

Yours sincerely



Caroline Corby
Interim Chair

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1. Interim Chair's Foreword



Although I have been a member of the Parole Board Management Committee since March 2015, I was only appointed Interim Chair in April 2018. I am therefore reflecting on a year in which the previous Chair, Professor Nick Hardwick, led the Board.

On behalf of the Board, I would like to thank Nick for his chairmanship. He joined the Parole Board in 2016, at a time when the organisation was struggling with a backlog of cases, had a shortage of Parole Board members, and when its IT was outdated. Under his guidance the Board tackled these issues. The backlog has now been eliminated, the Board successfully recruited and inducted over 100 new Parole Board members of whom 50 joined in the last year, and our IT is now fit for purpose.

I suspect, however, that the area of improvement that has given Nick the greatest satisfaction was the work he led on prisoners subject to a sentence of Imprisonment for Public Protection (IPP). This sentence was abolished in 2012, but not retrospectively, and many prisoners remain in custody years after their original tariff has expired. The Board recognises that some prisoners are plainly dangerous and cannot be released for a long time, however, the number of IPP prisoners has fallen from a peak of over 6,000 in 2012 to around 2,800 today. The work in this area continues.

Finally, I would like to pay tribute to Nick's commitment to increasing the transparency of the Board. This work started in the summer of 2017 and stood us in good stead when Rule 25 was repealed on 22 May 2018 (covered in more detail below).

The last year has been one of contrasts. It marked the 50th anniversary of the organisation and we have marked the occasion in a number of interesting ways. Another highlight of the year has been the further significant improvements in our operational performance. However, in March 2018 we received the judgment of the High Court in the Worboys case. This had very profound implications for the Parole Board and will lead to significant changes in the way we operate.

Let me start with our 50th anniversary. This is a significant milestone in any organisation's life. We marked this event by reflecting on how much the organisation has changed since its inception in 1968 and what further improvements we wish to see. We also regarded our anniversary year as an excellent opportunity to improve public understanding of the Parole Board's work.

Highlights of our 50th anniversary programme included: hosting an event with the Butler Trust where Nick Hardwick delivered the speech 'Parole: 50-Years and Counting', producing a Parole Board version of the Prison Service Journal, and the work of the Board being examined in a two part 'fly on the wall' Radio 4 programme entitled *Parole: A Calculated Risk*. I am also delighted that Sir Brian Leveson, President of the Queen's Bench Division and Head of Criminal Justice, has agreed to speak at this year's Parole Board Strategy Day in July and close our 50th anniversary programme.

2017/18 has been another strong performance year for the Parole Board:

- 8,137 oral hearings were held – a record number, which in no small way contributed to us eliminating the backlog of cases. This compares to 2,500 ten years ago;
- Good progress has been made on safely progressing IPP prisoners;
- An extensive digitalisation programme for members and staff helped to improve efficiency, resulting in considerable cost savings;
- 50 new Parole Board members were inducted and trained;
- Staff and members collaborated in projects to explore the causes of deferrals and adjournments, and what our approach to risk is.

All of these are significant achievements and I would like to thank all the staff and members at the Board, ably led by our Chief Executive, Martin Jones. None of this would have been possible without their hard work and dedication.

In January 2018 a panel of the Parole Board decided to release John Radford, formerly known as John Worboys. This decision was judicially reviewed in March 2018. This was an unprecedented case in that it was the first time that a decision to release a prisoner has been successfully challenged and the first time that the rules on non-disclosure of Parole Board decisions (Rule 25) have been called into question. The judgment quashed the decision to release on the basis that the panel did not sufficiently probe the prisoner's credibility and reliability. The judgment also found that Rule 25 was unlawful. The Worboys case will be re-submitted to the Board and a further hearing will be arranged in due course.

As a consequence of this ruling, the Ministry of Justice (MoJ) has made three separate announcements on changes to the work of the Parole Board: (i) the repeal of Rule 25, effective from 22 May 2018, (ii) a consultation on a new Internal Review Mechanism (final consultation deadline of 28 July 2018), and (iii) a review of the 27 Parole Board Rules (no consultation timetable announced as yet).

I want to pay tribute to the hard work of everyone who has worked for the Parole Board during this testing period, and in particular, our members, who we ask to make very difficult decisions. The first duty of a Parole Board member is to protect the public and I know that each member takes this responsibility extremely seriously. I am confident in the judgements our members make, not least because when I observe Parole Board hearings I am always impressed by their dedication, but also because of how few cases go wrong. The Parole Board reviews cases where a prisoner who has been released, or recommended to open conditions, has committed a serious further offence (SFO). Less than one percent of offenders commit an SFO within three years of being released. Nevertheless, even though the numbers are small, every SFO is a tragedy and one too many. In each of these cases we are determined to learn any lessons that we can.

The Board is also determined to learn from the Worboys Case. We therefore welcome the two consultations and will be providing detailed responses.

With respect to the changes to Rule 25, we have previously made the compelling case for becoming more open. We are confident in the decisions that our Parole Board members make and are happy to be able to now share the reasons for our decisions. To date we have received over 700 requests from victims for summaries of our decisions. This amply demonstrates the wish for victims to better understand our work. We have made the necessary operational changes and I am confident that we are in a position to meet these requests in a timely manner.

The Board recognises the very sensitive role of victims in the criminal justice system. This was highlighted by the experience of the victims in the Worboys case. This is just one of the reasons that we welcome the MoJ's consultation on an Internal Review Mechanism. We are determined that when victims come into contact with the Board that they are treated with humanity, dignity and respect.

In 2017/18 David Lammy MP led a review of the treatment of and outcomes for Black, Asian and Minority Ethnic (BAME) individuals going through the criminal justice system. A key finding was that:

“Trust is low not just among defendants and offenders, but among the BAME population as a whole. In bespoke analysis for this review which drew on the 2015 Crime Survey for England and Wales, 51% of people from BAME backgrounds born in England and Wales who were surveyed believe that ‘the criminal justice system (CJS) discriminates against particular groups and individuals’.

“The answer to this is to remove one of the biggest symbols of an ‘us and them’ culture – the lack of diversity among those making important decisions in the CJS; from prison officers and governors to the magistrates and judiciary. Alongside this much more needs to be done to demystify the way decisions are made at every point in the system. Decisions must be fair, but must also be seen to be fair, if we are to build respect for the rule of law.”

As Interim Chair of the Board I accept that many of the findings of the Lammy Review can be applied to the Parole Board. Since 22 May 2018 we have been able to provide summaries of the reasons for our decisions. We have also taken steps to better explain the parole process to victims, prisoners and families by, for example, upgrading the material on our website. We will be undertaking a recruitment exercise for new Parole Board members in early 2019 and I am very keen to see this recruitment process improve the diversity of our membership.

Finally, I would like to take this opportunity to thank all members of the Management Committee for their hard work this year. They have all helped in my transition from Non-Executive Member of the Committee to Interim Chair and I am very grateful for their support. I am also grateful for the work they do in the Parole Board's sub-committees. This is vital to ensuring continuous improvement and high standards of governance.

An examination of our last fifty years demonstrates that the Parole Board has always evolved periodically. 2018/19 will be another year of change, but whatever the outcome of the reviews by the MoJ, the Board will remain focussed on its essential task – protecting the public.



Caroline Corby
Interim Chair
16 July 2018

2. Performance Report



8,137 **ORAL**
HEARINGS

a. Overview



(i) Chief Executive's Review of the Year

This is my third annual review since becoming Chief Executive. 2017/18 has been a year of continued delivery and significant challenge.

Over its 50 year history the Parole Board has seen significant change to the way in which it works, its caseload and its status. However, its fundamental role remains the same: determining whether those serving prison sentences can be safely managed in the community.

It has been interesting to reflect on how much has changed and how much remains constant during what has been a busy year.

The Parole Board set itself some challenging ambitions in 2017/18:

- to finally clear the backlog of cases that had arisen following the Osborn, Booth and Reilly supreme court judgment in 2013;
- maintain momentum in progressing IPP prisoners;
- modernise the way we work;
- improve engagement and confidence in the organisation.

I am proud to report meaningful progress on those ambitions; although, as the year comes to an end, we face significant new challenges.

Eliminating the "backlog"

The inability of the parole system to cope with increased demand for oral hearings following the Osborn judgment meant that the number of outstanding parole reviews rose dramatically, reaching a high of 3,163 in 2014/15.

This "backlog" had a toxic effect on the parole system, with prisoners often waiting six to nine months longer than they should have been for a hearing. This in turn resulted in the payment of enormous sums of public money to prisoners for these delays. The Parole Board therefore aimed to bring the number of cases down to pre-Osborn levels (when there were roughly 1,250 cases outstanding) by the end of 2017.

By holding a record 8,137 oral hearings, the Parole Board reduced the number of outstanding cases down

to 1,196 by November 2017. By the end of 2017/18 the number of outstanding cases was 1,247 – a reduction of over 60% from its peak in 2014/15 and a fall of 39% from the 2,033 cases outstanding at the end of 2016/17. The aim going forward is to maintain the number of cases close to that level, whilst ensuring that all cases are dealt with in a timely fashion.

Improving progression of IPP prisoners

Following the abolition of the IPP sentence in December 2012, continued concern has been expressed about the lack of progression of prisoners still serving that sentence. The Parole Board therefore sought to encourage appropriate progression of IPP prisoners, whilst ensuring that those prisoners who remain a significant risk to the public are kept in custody.

The Parole Board encouraged members to work with other professionals to find a way of progressing IPP prisoners who had become stuck in the system, providing encouragement to some prisoners who had lost all hope of progression. The Parole Board has also sought to make appropriate use of the power to progress IPP prisoners at the paper hearing stage.

I am pleased to report that during 2017/18 the Parole Board again released more IPP prisoners than it ever has before, ordering the release of over 900 IPP prisoners (including the re-release of recalled IPP prisoners). The headline IPP population has now fallen by 53% – from a peak of 6,080 in 2012 to 2,884 by 31 March 2018.

Whilst this progress is encouraging I am clear that without further legislative change the legacy of IPP prisoners will remain for many years to come, not least because the number of IPP prisoners recalled to custody continues to rise. I also expect the rate of progression to slow down as the number of IPP prisoners in the system falls.

Modernisation

The Parole Board has now completely overhauled the way it works thanks to an extensive digitalisation project and increasing access to remote attendance for witnesses:

- 100% of our members can now access their case information electronically.
- Staff who were previously responsible for preparing paper dossiers have been re-deployed to other, more productive, duties.

- Digitalisation has also enabled us to make other improvements by introducing digital recording of hearings and by the end of the year 60% of panel chairs were able to digitally record their hearings.
- By the end of the year 41% of parole hearings involved some form of remote evidence (either via video or telephone).
- The Parole Board played a full role in the pilots for GPS monitoring of prisoners released on licence.

These changes have delivered significant efficiency savings to the Parole Board and its partners and I am certain that it will be able to build on this success in coming years.

Improving engagement and confidence

Ultimately, whatever improvements an organisation makes, its strength and resilience lies in its people. The Parole Board is fortunate to have a talented and committed team of staff and members who work together every day to ensure the safe progression of prisoners whilst protecting the public. It is important that our people are supported and nurtured to ensure we continue to sustain recent improvements.

During 2017/18 the Board made progress by:

- Inducting and supporting a further 50 new members into the work of the Parole Board.
- Continuing to support and listen to staff, which helped improve staff engagement levels by 8% percentage points from 51% to 59%.
- Holding an extremely successful members' conference which provided an opportunity for members to talk to and learn from each other and hear from speakers such as Dame Glenys Stacey and Professor Shadd Maruna.
- Introducing, as part of our reflective practice strategy, opportunities for members to learn about how a prisoner progressed in the community after release by the Parole Board.
- The Parole Board also sought to improve confidence in our decision making and reduce unnecessary deferrals through various projects.
- Striving to ensure we treat victims who are involved in the parole system with the respect and humanity they deserve, including sending a thank you note and helping them with travel expenses when they attend an oral hearing to give their Victim Personal Statement (VPS).

Continuing Challenges

In the end, numbers do not tell the full story. Although the Parole Board made real progress during the reporting year, the controversy and subsequent over-turning of the Parole Board's decision in the case of John Worboys raised some difficult and fundamental questions about the parole system.

The case underlined the need for greater transparency in the parole system. It is vital that the Parole Board now works with the MoJ to find the right answers to these questions, while ensuring fairness and safeguarding our independence.

Conclusion

I would like to pay tribute to the hard work and determination of all staff and members of the Parole Board, including my colleagues Nick Hardwick, Miranda Biddle and Anisha Gadhia, who left the Parole Board during the reporting year. They should be proud of all they have achieved whilst working at the Parole Board.



Martin Jones
Chief Executive and Accounting Officer
16 July 2018

(ii) About the Parole Board

What is the Parole Board?

The Parole Board is an independent body that works with other criminal justice agencies to protect the public by risk assessing prisoners to decide whether they can be safely released into the community or in some cases progressed to open conditions.

What are the aims of the Parole Board?

The Parole Board has five overarching strategic aims:

- A. Safely eliminate the backlog of outstanding cases that are delayed due to capacity constraints by the end of 2017;
- B. Work with partners to ensure that by the end of 2017 the majority of IPP prisoners have been safely released, or where risk is not judged to be manageable in the community, have clear plans in place that will enable them to progress;

- C. Ensure the Parole Board's remit is focused on those cases where its expertise is of most value and does not detract from partners' rehabilitative responsibilities;
- D. Ensuring that the Parole Board's cultural and procedural approach to risk is consistent with the successful implementation of its other strategic objectives;
- E. Ensuring that staff and members of the Parole Board work in partnership to continuously improve our processes, whilst treating all with respect and humanity.

What are the responsibilities of the Parole Board?

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

Under the provisions of the Legal Aid, Sentencing and Punishment of 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.

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

- Indeterminate sentence prisoners;
- Determinate sentence prisoners;
- Recalled Prisoners.

Further details of the powers the Parole Board has in these cases and the review types is set out in the Corporate Governance Report.

What types of hearing does the Parole Board hold?

Her Majesty's Prison and Probation Service (HMPPS) provides the Parole Board with a dossier that contains reports from prison staff (Offender Supervisors) 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 VPS. There will often be representations from the prisoner or their legal representative.



Paper hearings

All cases are first 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 paper panel will decide the outcome without the need for an oral hearing; alternatively, the panel may send the case to a full oral hearing. The various outcome options available at the MCA paper stage depend on the sentence type and are set out later in this report.

Where a decision is made on the papers that a prisoner should remain in custody, the decision is only provisional. The prisoner will have 28 days in which to present a request for the case to be further reviewed at an 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. The exception to this is life sentence prisoners who are assessed as “not unsuitable” for release, which are always directed to an oral hearing at the paper review stage.



Oral hearings

Oral hearings normally take place in the prison where the prisoner is held. However, 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 are sometimes also used to hear evidence from witnesses who are unable to attend the prison in person, where deemed suitable or practicable.

Between one to three members may sit on an oral hearing panel, depending on the need and complexity of the case. One member will be a Panel Chair. Where

the circumstances of the case warrant it, the panel will include a psychologist or psychiatrist member. All panel members must be suitably accredited to sit on oral hearings.

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;
- other prison-based staff such as psychologists, key workers or someone from the chaplaincy;
- There will, on occasion, be a Secretary of State Representative who will represent the Secretary of State and the victim;
- The victim might also be in attendance, for part of the hearing, in order to read out their VPS.

Hearings are held in private, but the panel may allow the attendance of observers, for example, from the probation service or legal profession, as part of professional development, or a relative of the prisoner.

The Members

Parole Board decisions are made by its members, who are all public appointees. A full list of the current membership and their backgrounds can be found at page 79 of the Annual Report. As at 31 March 2018, the Parole Board had 238 members.

The Secretariat

The Parole Board secretariat works alongside and supports the members. The secretariat is made up of four directorates:

- Business Improvement and Development;
- Member Development and Practice;
- Operations;
- Corporate Services and Litigation, which report directly to the Chief Executive.

As at 31 March 2018, there were 128 staff in the secretariat.

“100% of our members can now access their information electronically.”

Parole eligible cases are referred to the Parole Board by the Public Protection Casework Section (PPCS).

An MCA assessment is made on the papers

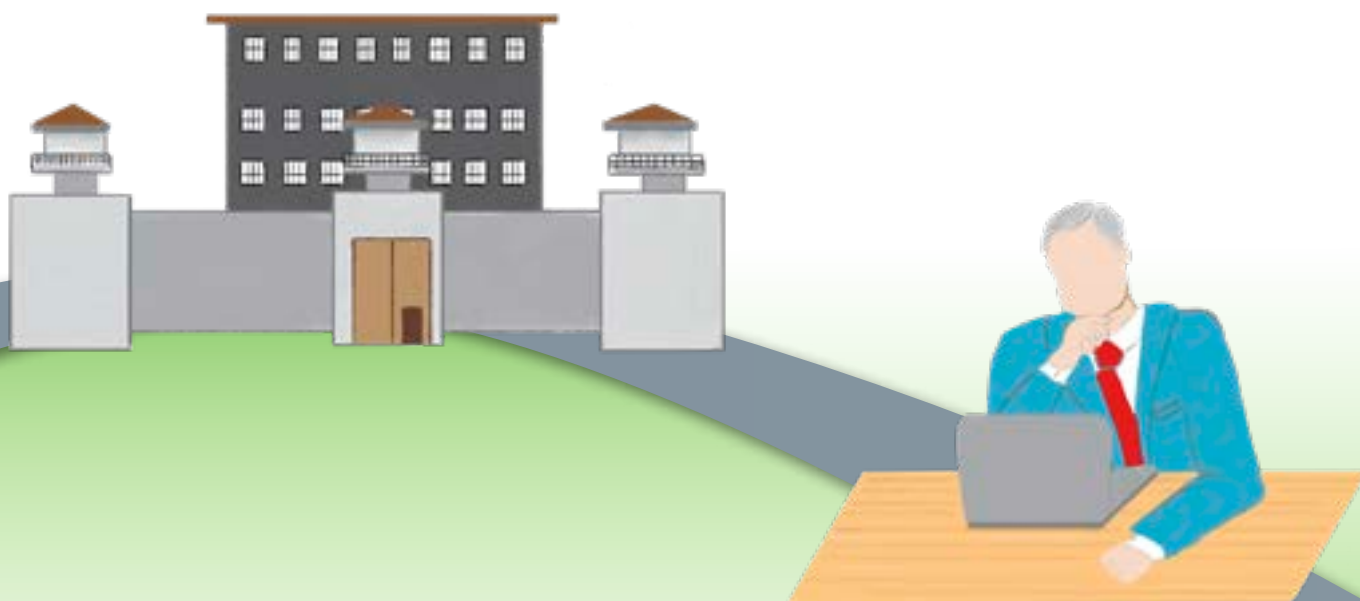
No direction for release is made

or

Offender is released back into the community

or

Case is directed to an oral hearing



Oral hearing takes place

Decision is made within 14 days

Offender is released back into the community

Recommendation made for open conditions

No direction for release is made

- PPCS: Represents the Secretary of State.
- The PPCS compile the dossier with core reports from the Offender Manager and Offender Supervisor before referring the case.
- At both oral hearing and paper hearing stage, the case may get deferred or adjourned for further information to aid the panel in making a sound decision.
- Before a case is listed by the Parole Board, key witnesses are consulted to get their availability dates for an oral hearing.
- Following a direction to oral hearing at the paper stage it can take approximately 3 to 6 months to get listed.
- Oral hearings are listed 3 months in advance of the hearing.



(iii) Strategic 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 kept a strategic risk register to monitor the risks to delivering the Parole Board Strategy 2016 to 2020. The register was reviewed throughout the year by the Audit and Risk Committee. A new Key Risk Register was developed to show the main risks the Parole Board is currently managing.

Summary of key risks 2017/18:

1. We do not manage our caseload in the most efficient way possible.
2. We are unable to deliver all or part of our digitalisation programme to the timescale and quality required.
3. The commission of SFOs by someone released on parole undermines the public's confidence in the parole system.
4. Key personnel leaving the Parole Board affects our ability to deliver our strategy.
5. The lack of diversity amongst Parole Board members could lead to a perception of unfairness.
6. Something happens which adversely affects the Parole Board's reputation or undermines the public's confidence in the parole system.

(iv) Going Concern

The Parole Board's future costs are expected to be met by future grant-in-aid from the Parole Board's sponsoring department, the MoJ, which has included the Parole Board's grant-in-aid for 2018/19 in its estimates. The Parole Board's accounts are therefore prepared on a going concern basis.

(v) Financial Review

The total net expenditure by the Parole Board in 2017/18 was £18,246,000, down from £18,443,000 in 2016/17 (restated)

This decrease was despite an increase in hearings and a resulting increase in members fees. 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 net liabilities of £1,620,000 at the 31 March 2018, which will be met from future receipts of grant-in-aid from the MoJ as the obligations fall due.

b. Performance Analysis

(i) How we performed

The Parole Board has five over-arching aims, each with a key performance indicator (KPI) that is underpinned by more detailed objectives.

1. Safely eliminate the backlog of outstanding cases that are delayed due to capacity constraints by the end of 2017;

KPI: Reduce the backlog to 1,200 by December 2017 and by March 2018 set new measures for safely managing the Board's ongoing case load.

2. Work with partners to ensure that by the end of 2017 the majority of IPP prisoners have been safely released, or where risk is not judged to be manageable in the community, have clear plans in place that will enable them to progress;

KPI: Work with partners to reduce IPP prisoners still in custody down to 1,500 by 2020.

3. Ensure the Parole Board's remit is focused on those cases where its expertise is of most value and does not detract from partners' rehabilitative responsibilities;

KPI: Work with partners to update our policy for handling determinate and decrease the proportion of determinate recall cases requiring oral hearings by 2020.

4. Ensuring that the Parole Board's cultural and procedural approach to risk is consistent with the successful implementation of its other strategic objectives.

KPI: Complete a review of our approach to risk and implement a strategy based on the recommendations by 2020.

5. Ensuring that staff and members of the Board work in partnership to continuously improve our processes, whilst treating all with respect and humanity.

KPI: Increase staff and member engagement levels by 2020.

In addition, and to understand how well we were performing against our strategy, we closely measured and monitored performance in the following areas and

reported on these to the Management Committee and/or relevant sub-committee at least quarterly:

Finance:

- The unit costs of paper and oral hearings
- The release rate
- Compensation payment amounts

Prisoners Victims and the Public:

- Complaint numbers, reasons and outcomes
- SFO rates and SFO case review outcomes

Internal Business Processes:

- The deferral and adjournment rates
- The number of cases listed for oral hearing
- Cases in the listing queue over 90 days
- The case completion rate

Learning and Growth:

- Staff and members recruited and retained
- Staff and members trained
- BAME ratio of staff and members
- Members working paperless

1. Safely eliminate the backlog of outstanding cases that are delayed due to capacity constraints by the end of 2017.

Overview:

The Parole Board successfully eliminated the backlog of outstanding cases by December 2017. This was achieved through the implementation of projects that have modernised how the Parole Board works and which have now become business as usual. These include: digitalisation of how the Parole Board membership works; maximising listings capacity; and focussing on the causes of unnecessary deferrals and adjournments. The Parole Board also oversaw the induction of a new cohort of 50 members in July 2017 and trained 14 new panel chairs in January 2018, allowing for more reviews to be heard.

However, any improvements in efficiency cannot be made at the expense of the Parole Board's primary aim – the protection of the public. Any changes to process are measured against the potential risk to the public. If after release or progression is directed by the Parole Board a prisoner goes on to commit a SFO this will be

thoroughly investigated by the Review Committee. During 17/18, the number of these serious offences was 31.

1.1 Continue to manage cases and maximise listings to ensure the most efficient throughput of cases.

Following the implementation of a listings pilot designed to provide equal access to oral hearing dates for determinate recall cases, the Parole Board recruited a dedicated Listings Officer to improve the utilisation of oral hearing vacancies.

Their role has a dual purpose. Firstly, maximising listings – identifying suitable cases that can be listed to fill gaps in oral hearing panels after a listings exercise has been completed. Secondly, replacement listings – where a case has been listed and is then deferred before the hearing date, the Listing Officer will identify suitable cases to slot into the vacated hearing slots. In the year to March 2018, the Parole Board has listed an additional 682 cases using this approach. The Parole Board plan to publish a revised listings framework in 2018/19.

YTD Maximised and Replacement Cases

Maximised Listings	Replacement Cases	Total Listed YTD
243	439	682

1.2 Complete the successful implementation of the digitalisation programme by 2020.

The Parole Board completed the implementation of paperless parole reviews and digital tablets to its members on 1 December 2017. 100% of the Parole Board membership is now fully digital. This has resulted in annual courier cost savings of well over £180,000.

In terms of efficiency, the administrative team has reallocated 4 members of staff to other work through the reduction in printing, preparing and couriers of paper dossiers.

In April 2017 the Parole Board took the difficult decision to stop a project to replace its case management system, because it was judged that the replacement would not deliver value for money. The Parole Board and HMPPS have now purchased the existing case management system so that it can be developed in-house at a lower cost in the future. This aligns with the MoJ Digital and Technology Strategy.

By the end of March 2018 all members and staff had moved to Office 365, a modern shared digital platform in line with Government Digital Strategy and National Cyber Security Guidance. This supports remote working for all Parole Board staff and a move to a modern government hub planned for 2018. The Parole Board is one of the first departments to have moved fully to Skype telephony, meaning all staff now have direct phone numbers which they can be contacted on wherever they are working.

Over 60% of panel chairs had their tablet devices upgraded this year to allow them to digitally record hearings, and the roll-out of the digital recording project will be completed later in 2018.

1.3 Complete the recruitment, induction and training of new members.

In July 2017, 50 further new Parole Board members joined the Parole Board. By the end of the year, almost all of those members had been fully inducted and trained and were contributing to the work of the Board. 14 new panel chairs completed their training in January 2018 and are now accredited.

1.4 Make a sustained reduction in unnecessary deferrals and adjournments.

What is the Parole Board doing about deferrals?

The National Audit Office (NAO) identified in its 2017 investigation that once listed, 34% of oral hearings are deferred or adjourned and more than half of these occur on the day of the hearing.

An updated analysis of the Parole Board’s 16/17 data run by the NAO in October 2017 found that 39% of oral hearings are deferred or adjourned and two thirds of these defer or adjourn on the day (67%).



Project COMPASS investigates the underlying causes of deferrals

The Parole Board started a project – Project COMPASS – in April 2017 to investigate the underlying causes of deferrals and adjournments to try to reduce the oral hearing deferral rate.

The project identified 3 sources of deferrals at the outset – members practice, secretariat practices and stakeholders. As a member-led group, the project is started with member practice first.

The project has got a better grip on deferral data across the membership and the prisons those members sit at. They have started to share this data with members, panel chairs and stakeholders in the National Probation Service (NPS) and Association of Prison Lawyers (APL) and will continue to do this.

The project found that of the 1,976 oral hearing deferral decisions in 16/17, 834 (42%), were on the day of the hearing. These are the costliest and represents a waste equivalent to £1,422,804, as the case simply goes back into the queue for a new hearing date. The project is focusing on reducing on the day deferrals first.

A 6 month pilot began in January 2018 to reduce on the day deferrals through new guidance to members.

The principles being piloted by members to reduce on the day deferrals focus on members taking case management approach and ownership of cases by using adjournments as an alternative to defer the case to avoid drift in the case and follow the case through to conclusion in a timely manner.

What is the difference between a deferral and an adjournment?

When a case is **adjourned**, the panel retain the case until the case is concluded (other than in exceptional cases). The date for the next hearing should be set while all witnesses are present and should be relisted on the selected date.

When a hearing is **deferred**, the case goes back into the listings queue with the view to it being relisted later with a completely new panel. A case can be deferred at any stage after a hearing date is set, and this is at the discretion of the panel.

The main reason identified for deferrals and adjournments are missing reports or additional reports required. Parole Board members based in the North East reviewed a 20% sample of 292 cases that were deferred in that region in 16/17 (57 cases). 46% of the total deferrals considered were deferred for additional reports and 28% of the deferrals required a psychological risk assessment.

In February 2018, the Parole Board ran a focus group with 5 prisons to share deferral data from the project and in those sites to start to discuss resolutions for identified problems. The Board will continue to develop and test some of the ideas that came out of the focus group, with each of those sites in 2018/19.

1.5 Keep prisoners and victims updated on delays affecting them.

Prisoners

In November 2017 the Parole Board ran a series of programmes with National Prison Radio, called *Understanding Parole*. The campaign focussed on questions prisoners had about parole. The programme included an ex-prisoner who had been through the parole process. Five programmes on different parts of the parole process were broadcast on National Prison Radio over 3 months. Parole Board members and Martin Jones, Parole Board CEO, also contributed to an hour-long panel debate where they answered questions from an audience of prisoners about the parole process that was broadcast across the prison estate. Next year we will continue to work with National Prison Radio on digital content for the general public and prisoners' friends and families about parole, which will be available on the Parole Board's digital and social media.

Nick Hardwick, former Chair, wrote quarterly articles for the prison newspaper *Inside Time* to inform prisoners about the backlog and talk to prisoners about issues affecting them.

The Parole Board started tweeting information about listings each month to keep our Twitter community, including many solicitors, informed about case progression.

The Parole Board had constructive meetings with the Prison Reform Trust and Prison Advice Service that resulted in the sharing of up-to-date leaflets and information about parole that they could use with prisoners.

Victims

The Parole Board is very mindful of the distress and anxiety victims experience when faced with delays at any point in the parole process. Through the course of the year the Parole Board has looked at ways to address various stages that cause these delays, from late notification that a parole review is starting, through slow updates on progress of the case, and delayed decisions about victim involvement at oral hearings. Members and staff have been reminded of the need to provide speedy responses to requests and questions from victims and the Victim Liaison Officers (VLOs) who support them. The case management system has also been adapted to enable more direct communication with VLOs to speed up responses, and new functionality to support this has been implemented.

The Parole Board works closely with the Victim Policy Team in the NPS and the Secretary of State Victim Support Representatives in HMPPS and collaborate

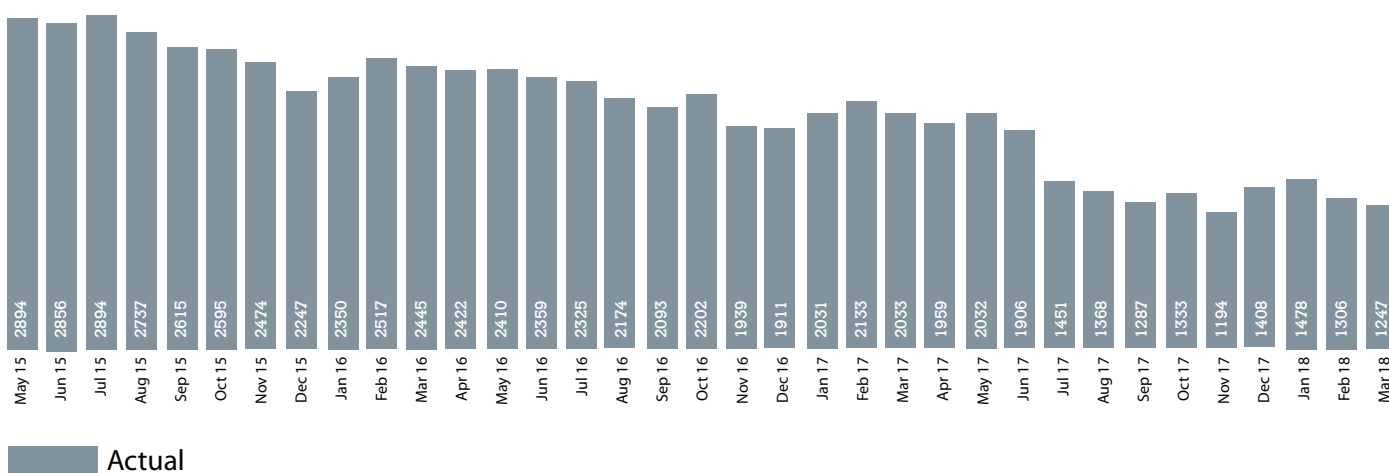
with them on cases where issues or concerns arise. This has helped to progress these cases and provide the victims and their families with information and reassurance that they have been heard.

Martin Jones, CEO, has met with a number of victims to listen to their concerns and look into circumstances where things have not gone as well as hoped. This has included working with victim support groups, restorative justice providers, and meeting regularly with the Victims' Commissioner. Some of these meetings have been arranged following contact via social media, which provides a new, speedy platform for victims to contact the Board.

The John Worboys case illustrated the vital importance of effective communication with victims to ensure that their views are heard. The Board is committed to working with those responsible for the day to day contact with victims to ensure that they consistently receive clear and timely communication regarding the progress of parole cases and their outcomes.

2. Work with partners to ensure that by the end of 2017 the majority of IPP prisoners have been safely released or have clear plans in place that will enable them to progress.

Generic Parole Process: Cases Outstanding



Overview:

The Parole Board wrote to Ministers setting out options for statutory reforms in October 2017 to reduce the number of IPP prisoners in the prison population.

It also worked with HMPPS to co-ordinate the Indeterminate Sentence Prisoner Progression Group (ISPPG) in which they agreed actions and developed joint activities to work towards reducing the IPP prisoner population. Enhanced Case Managers from both organisations also collaborated to progress the oldest and most difficult IPP cases that are 'stuck' in the system.

Academic analysis is another way in which the Parole Board has sought deeper understanding in what may delay the progression of IPP prisoners and studies such as exploratory research on parole by Professor Nicky Padfield, Professor of Criminal and Penal Justice, Faculty of Law, University of Cambridge, have been shared with partners throughout the justice system.

Due to the increased scrutiny of the work of the Parole Board, clear communication to the public and stakeholders is essential. Radio interviews by senior management, newspaper articles, social media, and prison radio programmes were all channels used to reach as many people as possible. The Parole Board will continue to develop its digital and social media over the next year in line with the transparency agenda set out in November 2017 at the Parole Board 50th anniversary event.

2.1 Develop a joint strategy with HMPPS for IPP prisoners with visible senior leadership.

The Parole Board CEO is co-chair, with the HMPPS Head of the Safer Custody and Public Protection Group (SCPPG), of the ISPPG. The group has developed an improvement plan over the course of 2017/2018 which will continue in the next business year. The plan brings together co-ordination for both the actions of the Parole Board and HMPPS in respect of IPP prisoners, as well as developing joint activities.

A key benefit has been bringing together partner agencies, including probation, prisons and regional psychology specialists, with Parole Board operations staff, to increase mutual communication and awareness. Better cooperation has helped deliver a range of independent and joint activities during the year. For example, assisting HMPPS to identify cases

for Executive Release consideration which, in turn, has freed oral hearing listing slots that the Parole Board can use for indeterminate prisoners.

2.2 Examine the scope for the Parole Board to have a problem-solving role in progressing IPP prisoners.

In line with the joint strategy, the Parole Board has engaged in a number of initiatives with key HMPPS partners. At an operational level, the Parole Board has been developing close ties between our Enhanced Case Managers (ECMs) and a similar role in HMPPS. These teams have focussed on the oldest and most difficult indeterminate cases with a view to removing procedural barriers to progression, such as securing specialist reports or witness attendance. This has been accompanied using specialist Parole Board members to review 'stuck' cases to either reconsider and conclude the case or direct specific activity to secure case progression.

ECMs took part in a pilot at HMP Leyhill to review the reasons for deferrals at the prison. This was undertaken alongside a Parole Board member, local management and regional probation representation. In the wake of this, the member has provided several one to one sessions with offender managers to improve the standard of reports they provide for Parole Board panels.

The Parole Board has also been working closely to advise HMPPS development of the Progression Regime, an approach to provide a testing evidence-based environment for offenders excluded from open conditions. This work builds on the successful work at HMP Warren Hill and there is potential for this to be extended to 3 further sites.

A case review initiative with HMPPS is also in development, focussing on female indeterminate offenders. Female offenders can face challenges in progression given that many prison services only cater for the overwhelmingly male prison population. Data sharing has supported the selection of a cohort of cases for joint review by members, operational case management and HMPPS partners.

2.3 Collaborate with inspectorates and academics to ensure the Parole Board has a deeper understanding of what may delay the progress of IPP prisoners and how that might be resolved

Professor Nicky Padfield completed exploratory research into what affects success at oral hearings, based on observation of hearings, including a number of IPP prisoners. This research was shared with the Parole Board membership, stakeholders in HMPPS.

Her conclusions were that the greatest impact on someone's chance of success or failure at a hearing was less to do with them and more to do with a culture of delay within both prison and parole processes. She concluded that, in her view, the Parole Board is not sufficiently 'independent' to drive the process. The report concludes that there should be a clear commitment to avoid delays and to create a culture of urgency, both in HMPPS and the Parole Board. Additionally the report stated that the Parole Board's management of the parole process and independence within the broader penal system needs to be strengthened.

Professor Nicky Padfield also concluded that prison and probation services should be required to be more pro-active in seeking 'progression' for prisoners, and less focused on offender 'management'. Prisoners should have access to strong independent support and advice throughout their sentence.

The report was the basis for an event in May 2017 called *What if we rethought parole?* organised by the Howard League for Penal Reform and chaired by former Parole Board Chair, Nick Hardwick. It was clear from the debate that a significant issue in rethinking the IPP problem is recall. During 2017/18, the Parole Board progressed or released around 3 of every 4 IPP prisoners who appeared before it. Whilst this modest improvement in progression is encouraging, the Board remains concerned about the steady increase in the number of IPPs recalled to custody. On 31 March 2018, 842 recalled IPPs were in custody; a 19% increase over the last twelve months.

2.4 Make proposals on any additional legislative measures that may be necessary to ensure progression of IPP prisoners.

The Parole Board remains committed to progressing IPP prisoners where it is safe to do so. However, it is also clear that there are some IPP prisoners who have committed extremely serious offences and should not be released if they continue to represent a risk to the public.

During 2017/18 the Parole Board was asked for its views on more radical options for tackling the legacy of the IPP sentence. To that end the Parole Board wrote to the Lord Chancellor on 10 October 2017, setting out its assessment of further options for reform. These options included: a change to the statutory release test, reform to IPP licence arrangements, and, most radically, conversion of some short tariff IPP prisoners to determinate terms.

The Worboys case made clear that there is no simple answer to the IPP conundrum. There are many cases where IPP prisoners who were serving short tariffs; are now effectively stuck with a loss of hope and engagement leading to real difficulties in progressing the prisoner; because there may be unaddressed risk. By contrast, some IPP prisoners received that sentence for grave offending; but if they can demonstrate they are no longer a significant risk to the public are, of course, eligible to be considered for release. This dichotomy can cause real confusion amongst the public and demonstrates that this complex issue needs to be handled carefully to ensure there is both fairness and protection of the public.

2.5 Reassure victims and the general public that those IPP prisoners that continue to present an unacceptable risk will remain in custody.

The Justice Select Committee in November 2017 asked what the Parole Board was doing to ensure the safe progress of IPP cases. The session was shown on Parliament TV and is reported in Hansard.

In evidence, former Chair, Nick Hardwick, was clear that the significant ways to improve the system are not in the Parole Board itself and he raised options with Ministers about long-term challenges including the risk test, short tariffs, IPP prisoners and executive action on recall of IPP prisoners.

At the time of the evidence session approximately 75% of IPP prisoners' parole hearings resulted in either

[1] R (DSD & NBV; the Mayor of London; and News Groups Newspapers Ltd) v The Parole Board of England and Wales; the Secretary of State for Justice; and John Radford (formerly John Worboys) (Interested Party)

release or progression. However, Nick Hardwick was clear that there is a significant number of IPP prisoners who remain a serious risk and should not be released. The Parole Board can refuse parole to the people who remain dangerous and the decision to release a prisoner depends on there being the facilities in the community to manage them properly once they are ready.

There was high public concern about the Parole Board's decision to release John Worboys, and intense media coverage surrounded the case. Both the Chair and CEO undertook print and broadcast media opportunities to explain how the Parole Board makes decisions, and the test that members apply when making decisions. The Parole Board ran an article with The Guardian about Parole Board members and contributed to a programme for Radio 4's *The Briefing Room* about Parole Board decision making.

Clearer information has since been posted on the Parole Board website to explain how parole decisions are made, how licence conditions are set, and how the Judicial Review process works. Additionally, the website includes information on how victims can engage in the parole process, including an information booklet for victims. A priority for next year is to continue to develop the Parole Board's digital and social media content to further explain how it makes decisions.

Parole Board members also have guidance on how to manage hearings where a victim has chosen to read a VPS.

The Administrative Court in their judicial review decision in the Worboys Case on 28 March 2018 said Worboys was "a difficult, troubling case with many exceptional features". The judicial review application brought by the victims failed on the first ground, that the decision of the panel was irrational, but was successful on the second ground – that the panel should have at least considered the other offences which Worboys was alleged to have committed but for which he was not tried and which he denies. The Board will now have to reconsider Worboys application for parole again. We should note that at the end of their judgment the court stated:

“We must emphasise that we have not held, nor must we be understood as suggesting, that Mr Radford’s [formally known as Mr Worboys] present risk is such that his continued imprisonment is necessary for the protection

of the public or that the Parole Board should so find.”^[1]

3. Ensure the Parole Board's remit is focused on those cases where its expertise is of most value and does not detract from our partners' rehabilitative responsibilities.

Overview:

Fifty years ago the Parole Board's remit was simply an advisory function to the Home Secretary. Since then, legislation has shaped the nature of the work and the cases that come before the Parole Board. Today it is a court-like body that has powers to direct the release of both indeterminate and determinate sentence prisoners, as well as decide on re-release of a large number of offenders recalled to custody for a breach of their licence conditions. The NAO investigation showed how the mix of cases referred to the Parole Board has changed over the last five years. These changes resulted in pressures both within the Parole Board and across the parole system and so it was paramount to ensure the resources available were put to best use.

3.1 Limit the Parole Board's role in recall cases; review, and, if appropriate, reduce the Parole Board's role in determinate sentence prisoners with limited periods left to serve.

In 17/18 the Parole Board has looked at a range of measures to improve the management of determinate recall cases. This has included the introduction of a quality assurance process for determinate recall cases referred to the Parole Board to ensure the contents of the dossier include all of the relevant information required to be properly considered by a Parole Board member.

As a result of the changes to the listing prioritisation framework (LPF) the Parole Board has been able to facilitate additional oral hearing slots for determinate recall cases. This has been achieved by utilising the spaces made available where scheduled hearings have been deferred before the hearing dates.

The Parole Board has also worked with the Secretary of State to further develop the powers of Executive release, in order to reduce the demand for oral hearings for determinate recall cases.

3.2 Change the Parole Board's Listing Prioritisation Framework to ensure that we are better able to focus on the cases that matter and provide better overall fairness to all prisoners.

The Parole Board has piloted a new LPF in this reporting year.

The LPF enables cases to be dealt with in a way that balances the need to bring cases to a timely conclusion and the individual facts of the case. The Parole Board has adopted a general set of principles to guide its approach to listing those cases. These principles allow the Parole Board to balance the need to manage caseloads, whilst ensuring that they provide a timely review of cases where a prisoner has been recalled on licence, and for prisoners serving an indeterminate sentence.

The Parole Board has ensured it makes the most efficient use of public resources available to maximise the number of cases it can consider. It has remained flexible in its approach to listing cases, only departing from the general principles set out below where there are sufficient reasons to do so.

The Parole Board has continued to prioritise cases to the date the review was due but will also reflect individual circumstances and provide fairness across the case types considered by the Board.

The Parole Board will continue a maximised listing approach. This allows listing outside of the core listing activity, firstly for cases deemed to have exceptional personal circumstances and then for determinate cases in the listing queue.

This approach will also be used to "replace" cases which are deferred or adjourned more than three weeks prior to the scheduled hearing date.

Due to this maximised listing approach, if a parole review is ready to be listed, it is likely to be assigned a hearing date in the next listing exercise, unless there are extenuating circumstances that prevent the Board from being able to assign a hearing date.

4. Ensuring that the Parole Board's cultural and procedural approach to risk is consistent with the successful implementation of its other strategic objectives.

Overview:

There has been a dramatic move away from paper-based panels to oral hearings over the last decade; and this accelerated following the *Osborn* judgment.

Oral hearings now provide a process that is much fairer and more inclusive, but are more complex and resource intensive. The Parole Board has focussed heavily on improving processes over the last couple of years as the number of outstanding cases has grown, with the result that there were more cases ready to be listed than members available to hear them. As such, the focus for members has primarily been hearing these cases. This has meant that giving members the chance to discuss and really understand what affects their decision-making, and pull together themes and insight that could influence policy making, has taken a back seat.

Looking ahead, the Worboys case demonstrates that more needs to be done to explain how the Board approaches the assessment of risk to ensure public confidence in parole.

4.1 Establish a senior strategic governance process for the parole system.

The Indeterminate Sentence Prisoner Progression Board is a joint Parole Board and HMPPS group, co-chaired by Martin Jones, CEO, and the Head of Public Protection Group in HMPPS. The Progression Board was formed to oversee and co-ordinate activity to support progression of indeterminate prisoners, particularly those 'stuck' in the system. The Progression Board oversees an improvement plan that includes activities specific to HMPPS and to the Parole Board as well as some shared actions. In 2017/2018 the Progression Board has delivered a range of actions. Those specific to the Parole Board, or which it has been involved in, include:

- maintaining higher listing levels for indeterminate cases;
- member feedback and involvement in Offender Manager training (to raise understanding of the process and improve the quality of reports);
- analysis of the causes of 'stuck' cases with individual establishments. This brings together different stakeholders to agree ways to progress cases and reduce the likelihood of delays or deferral;
- the successful development of the Warren Hill Progression Regime. This allows for the testing of offenders currently excluded from open conditions.

The success of the Warren Hill approach has led to expansion to four other sites.

The Parole Board attended the Responsible Authorities National Steering Group and presented on the work of the Parole Board and on what more MAPPA (Multi-Agency Public Protection Arrangements) could do to support it. The group was then invited to the Parole Board members' conference in November 2017.

The Joint Review Panel, a stakeholder group identifying learning in cases where there is further offending after release, has also been re-instated this year.

4.2 Establish a member-led review of the Parole Board's approach to risk.

A member-led strategy group was established in October 2016. It is specifically tasked to Review the Parole Board's Approach to Decision-making About Risk (RADAR). The group has a steering function which meets quarterly to set the strategy for the review and to discuss objectives and priorities, and a delivery function which manages the implementation of the objectives. All proposals have been agreed by the Management Committee. Over the last 12 months, the RADAR group has piloted new initiatives to encourage greater reflection on decisions by Parole Board members. This includes the use of feedback to members on case outcomes from the NPS, as well as member events to enable group reflection and learning based on decisions made by the Parole Board.

4.3 Implement a programme for key stakeholders to observe parole hearings.

Media figures such as Rex Bloomstein and Brian King have attended Parole Board hearings in preparation for a BBC Radio 4 documentary. During the Parole Board of Canada's (PBC) visit, they were accompanied by secretariat staff to observe an oral hearing at HMP Highdown. Other key stakeholders such as NPS and HMPPS staff have been observing oral hearings over the year, particularly hearings which take place over video conference at HQ due to the ease of access.

4.4 Review the Review Committee to ensure its approach supports a consistent approach to risk.

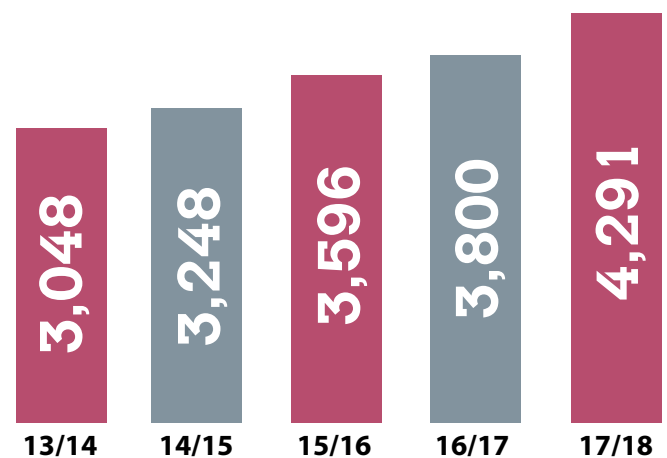
The Review Committee identified and took forward a number of actions for 2017/18 to support the Parole Board's strategy. It reviewed the grading scheme

for decisions and reasons. A working group held a preliminary workshop considering feedback from reviewers, committee members, and some panel members who had cases referred to the Review Committee. Proposed changes were agreed by the Management Committee in April 2018.

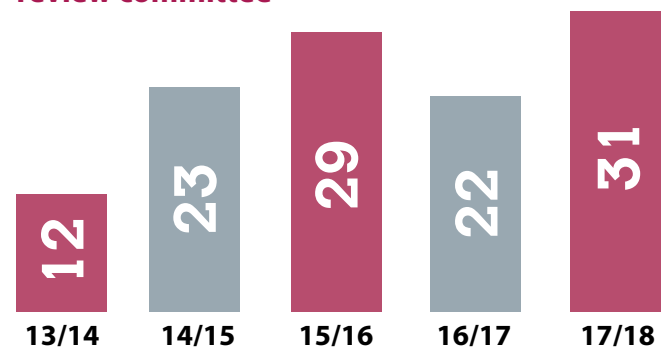
The Review Committee has encouraged members to attend its meetings to observe how it reaches its decisions, which a number of members have done. Some members of the Members' Representative Group have also observed the Committee meetings. The Committee produced its annual report for the Management Committee, demonstrating the scope and outcomes of its work.

More information on the role of the Review Committee and its activities for the year is given later in this report.

Number of release/open decisions



Number of SFO cases referred to review committee



4.5 Agree a programme of on-going research to constantly test and improve our approach to risk.

Parole Board data is a valued resource for research across the Criminal Justice system. Following the publication of the Strategic Plan 2016–2020 the Parole Board has supported two external researchers and several Parole Board members to undertake a number of studies, including an ongoing project that will complete in 2019 about how Parole Board members make decisions in indeterminate cases.

Within the 2017/18 Business Plan there were some very specific objectives related to research:

- Ensure that research findings are shared and fed into policy development.
- Set up informal relationships with several universities or research bodies on parole related matters linked to our priorities.
- Agree our research priorities and processes for the next three years with the Management Committee.
- Facilitate a research project on decision-making in indeterminate cases and make recommendations to the Management Committee in 2018/19.
- Complete and share the findings of an exploratory study with Cambridge University on what affects success at oral hearing, based on observation of hearings involving a number of IPP prisoners and establish a new research function to support delivery against these objectives.

In February 2018, the Parole Board launched a research framework following consultation with organisations to identify best practice and to benefit from their insight and experiences. Useful discussions took place with a number of organisations, but most helpfully with the research lead at the Children and Family Court Advisory and Support Service (CAFCASS).

The framework aims to:

- Explain to potential researchers how to submit an application and how it will be processed.
- Ensure that applications to undertake studies are dealt with in a consistent, timely and fair way.
- Provide a process to evaluate applications and assess the link to business priorities and strategic objectives.

In order to ensure a transparent and fair approach to assessing applications, best practice suggests a governance group should be established. This should

include representatives from senior management, business leads, a Parole Board Member with an academic background, and an external academic from a University or Institute of Criminology. Individuals who have a wealth of knowledge and expertise but are unlikely to submit an application have been approached for the last two roles, as this will best avoid any conflict of interest.

The group will meet formally only twice a year but applications would be considered as and when received, via email, outside of the formal meeting.

The group will provide a formal annual update to the Management Committee each March, but will provide additional reports during the year on specific research projects as and when appropriate.

The priority areas have been developed following feedback from the Management Committee, Parole Board User Group (PBUG), discussions with individuals across the parole sector and by recommendations within reports from recent studies, as well as themes identified from Freedom of Information (FOI) requests.

Short and medium-term priorities have been looked at and the following proposal has been made.

In the next 18 months, short internal or one-year research studies could look at:

- Research into women's experience of the parole system;
- Small scale study outcomes for BAME or other minority group prisoners;
- Evaluating the Board's independence;
- Unrepresented and/or vulnerable prisoners experience of the parole system;
- Literature review on risk analysis.

A longer term possible area of interest that has been considered is what happens to people following on from consideration of their case by the Board.

5. Ensuring that staff and members of the Board work in partnership to continuously improve our processes, whilst treating all with respect and humanity.

Overview

The Parole Board is comprised of two groups of people: Parole Board members who are public appointees and 128 staff, who make up the secretariat. Ensuring that these two groups work together effectively is crucial for

the overall work of the Parole Board. It is for this reason that the inclusion of this objective was important when developing the strategy.

5.1 Reduce procedural problems and encourage collegiate working by developing a flexible regional approach with regular regional forums for members as well as staff.

The second National Parole Forum with the NPS took place in Summer 2017, attended by Deputy Directors of Probation and 7 Parole Board members who undertake liaison work with the NPS across the regions.

A number of topics were discussed, including how the Parole Board and NPS are trying to reduce the deferral rate and the new Offender Management in Custody (OMiC) model and the impact of this on parole. 13 Parole Board members have been undertaking liaison work with NPS Deputy Directors across the country and are facilitating regional parole forums with NPS colleagues. This year, through the liaison, IPP case reviews have been completed, training has been delivered, work has been done on deferrals, and regional performance data has been shared regularly with NPS colleagues.

In January and February 2018, the Parole Board ran a teleconference to consult members on the Parole Board's transparency agenda, which fed in to its response to the MoJ transparency review. As part of the review and the appearance before the Justice Select Committee, the Parole Board made policy recommendations for summary decisions on request and an internal appeal mechanism. The Parole Board backed greater support for victims going through the parole process.

5.2 Maintain and strengthen arrangements for consulting external stakeholders.

The Parole Board User Group (PBUG) met every 3 months and the Parole Board consulted them on transparency, research, changes in the listing prioritisation framework, project work to reduce deferrals, and a programme of events to mark its 50th anniversary.

27 July 2017 marked the 50-year anniversary of the creation of the Parole Board by the Criminal Justice Act 1967 Part III. It then took the best part of six months to set up and the first recommendations were given in April 1968.

The Parole Board marked the anniversary through a year-long campaign launched on 4 July 2017 at the Strategy Day with the membership events to mark the anniversary planned every 3 months.

The programme was made up of events, publications, and press and media stories. Some of the events were internal to staff and members, such as a staff engagement day where a leading academic presented on 50 years of Parole. The Parole Board worked with external stakeholders and academics for other events and publications, which included a Prison Service Journal Special on parole¹ and an event run by the Butler Trust to mark 50 years of Parole. Key note speakers at the Butler Trust event were David Lidington MP, former Lord Chancellor, who congratulated the Board on its recent good progress, and the former Chairman, Nick Hardwick, who set out his thoughts on how to increase the transparency of the parole system. An audience of over 200 people from all disciplines working within the criminal justice system attended, including figures from the media.

The BBC commissioned a Radio 4 documentary about the parole system. It examined how decisions are made on whether or not to grant prisoners early release. The programme makers, Rex Bloomstein and Brian King, have been finding out what it is like for prisoners to go through the parole process. With the permission of prisoners and their legal representatives, they have recorded parole hearings, talked to prisoners in advance about their hopes and fears, and spoken afterwards about their reactions to the decisions. The programme was broadcast in May 2018.

The Parole Board of Canada also visited for two days. There was an extensive programme where the Chair and CEO of PBC spent time with staff and members to discuss training and development, the handling of terrorism cases, and differences and similarities between the two systems. They attended a parole hearing and gave a presentation on their work to staff, members and stakeholders from HMPPS, the APL and researchers. A round table discussion was held with PBC and a variety of stakeholders that focussed on public accountability of the England and Wales parole system and what could be learnt from the Canadian system, in terms of transparency of decision-making and hearings and the rights of victims.

1 [2] <https://www.crimeandjustice.org.uk/sites/crimeandjustice.org.uk/files/PSJ%20237%20May%202018%20NEW.pdf>

The Parole Boards 50th Anniversary



1965

Death penalty suspended

The release of life sentenced prisoners is wholly at the discretion of the Home Secretary. During the passage of the Murder (Abolition of Death Penalty) Act 1965, the government make a commitment to review the legal position of prisoners serving long determinate sentences.

1968

The first tranche of 350 prisoners are released on parole

This was an initial sift for those who were retrospectively eligible for parole following the 1967 Criminal Justice Act. It was a fast-tracked system that meant a large amount of reviews could be held in a short amount of time.

1972

The Criminal Justice Act 1972 - 26 October 1972

This Act relaxes the procedure for release on parole by giving local review committees the power to recommend release directly to the Secretary of State, without consulting the Parole Board, on any prisoner serving a determinate sentence that has already served at least one-third of their sentence.

1983

New parole guidelines

In November the then Home Secretary Leon Britton introduced new guidelines for parole. This included a tighter policy on the release of life sentence prisoners, and restricted parole for those serving longer violent or drugs offences. He also increased the number of people eligible for parole by reducing the minimum qualifying period from 12 to 6 months.

1964

Publication of the Longford Report, 'Crime a Challenge to Us All' - July 1964

This report for the Labour party set the tone for many debates in the 60s. Its purpose was to advise on an increase in recorded crime, the present treatment of offenders, and the new measures, penal or social, required to assist in the prevention of crime and to improve and modernise penal practice. It recommended that capital punishment should be abolished, that there needed to be reform in sentencing policy and a Parole Board.

1967

The Criminal Justice Act 1967 - 27 July 1967

Creates the Parole Board and establishes a system of early release for fixed-term prisoners. The Board's role in recommending release for all prisoners is wholly advisory. This act also establishes the variety of member types which is still used today, stipulating there must be a judicial member, a psychiatrist, a person with 'experience of the supervision or after-care of discharged prisoners', and a person who has studied 'the causes of delinquency or the treatment of offenders' on the Board.

Lord Henry Cecil John Hunt

CBE DSO becomes the first Chair of the Parole Board. Lord Hunt had a distinguished military career and most famously led the successful 1953 expedition to Mount Everest, that saw Hilary and Tenzig as the very first to reach the summit. He received a knighthood on his return to London.

"I was able to supply an element of military pragmatism" speaking about his leadership of the Everest expedition.



1969

Death penalty abolished

1975

Home Secretary announces more generous criteria for parole and in 1977, for the first time, more than half of the Board's parole recommendations led to parole being granted.



1991

Thynne Wilson and Gunnell v UK [1991] 13 EHRR 666

The European Court of Human Rights confirms that Article 5(4) is engaged when discretionary lifers are recalled. The Board must act like a court when making such decisions and have the power to direct release.

1993

Appointment of full time Parole Board members to provide greater support to the chair and in readiness for the Parole Board becoming a non-executive public body six full-time members were appointed in September 1993. Previous to this all members were part time.

1996

The Criminal Justice and Public Order Act 1994

The Parole Board becomes an Executive Non-Departmental Public Body, sponsored by the Prison Service. This means the Board is not an integral part of any government department and carries out its work independently. Appointments to the Board are made by the Secretary of State according to the Code of Practice of the Commissioner for Public Appointments.

2003

Criminal Justice Act 2003 – 20 November 2003

The Criminal Justice Act 2003 formalises the legal position so that all lifers have their sentences set by judges and their release is decided by the Parole Board. This ended political involvement in deciding the liberty of those serving life sentences.

1987

Carlisle Report published

This report examined the operation of the parole scheme in England and Wales. The report recommended that decisions on release should be taken by the Parole Board alone and the Parole Board should become an executive rather than an advisory body, that local review committees should be abolished, and parole decision making should become more open with all reports being disclosed to the prisoner and that prisoners should be given reasons for refusing parole.

1992

The Criminal Justice Act 1991

– Oral hearings brought in for discretionary lifers – 1 October 1992

The Criminal Justice Act 1991 comes into force, completely overhauling release processes for fixed-term prisoners – open reporting for reviews is instituted in light of the recommendations of the Carlisle Committee and judicial concern. The Act also brings in oral hearings for discretionary lifers and so marks the first formal divergence in the way different kinds of lifer are treated. All prisoners serving life for murder (adults and children) still have their sentences set in secret by the Home Secretary.

1994

Interviewing of Prisoners and giving of reasons for decisions

Parole Board Member interviews started in 1994. Members travelled to interview prisoners in prisons around the country in advance of their Oral hearing.

The aim of these interviews were to acquaint the prisoner with the parole procedure and provide the panel with clarification of the prisoner's attitude towards offending behaviour, their progress in custody, their release plans, risk of reconviction and other relevant considerations.

The interviews enhanced openness and improved the quality of the information before the hearing so that hearings could run smoother and were less likely to be postponed or cancelled.

In this year it was also decided that the Board should give reasons for its decisions in writing to all prisoners. These reasons were designed to be clear to the prisoner, deal with the substantive points raised in the case and be adequate to explain the granting or denial of parole.

1997

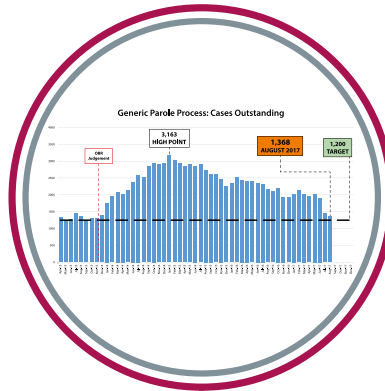
The Crime (Sentences) Act 1997

This act introduced automatic life sentences who would be entitled to an oral hearing and provided that juveniles serving detention at Her Majesty's Pleasure were entitled to a parole hearing.

Baroness Prashar CBE

becomes the first female chair of the Parole Board. From the 1970s onwards she served as a director or chair of a variety of public and private sector organisations. She was made a life peer in 1999.





2007
First victim participation in an oral hearing
 This brought the facility for victims or their families to appear at Parole Board oral hearings in order to deliver victim personal statements to the panel.

PB now sponsored by MoJ rather than Home office
 At the end of the year it was announced that sponsorship of the Parole Board would move from the Home Office to the newly formed Ministry of Justice.

This marked the reduction of the Home Secretary's role and the passing of increasing responsibility to the Courts and the Board.

The Parole Board had changed from a quasi-judicial to a court-like body and, most recently in a court case, as a court.

2009
Parole Board Rules amended
 Part of the amendments enable the Board to make a negative decision on the papers for lifers/IPP. Oral hearings must be requested and are not an entitlement by right. Non-judicial chairs to hear IPP cases.

2013
Osborn Booth & Reilly Supreme Court Decision
 Osborn fundamentally changed the way the Parole Board needed to view the concept of an oral hearing and significantly broadened the circumstances in which the law required it to hold one. The judgment was based primarily on common law principles of fairness. Unprecedented demand for oral hearings followed.

2016
Largest recruitment drive for PB members began
 104 new members were appointed to the role, with 51 beginning their tenure on 1 December 2016 and 53 on 1 July 2017. In total, the Board recruited 13 judicial members, 5 psychiatrists, 20 psychologists.

New Parole Board Rules issued
 The updated rules gave effect to a ministerial decision to allow the release of IPP prisoners on the papers.

Social media launch – April 2016
 The Parole Board launched social media with its twitter account – we now have over 900 followers.

2005
R (Smith and West) v Parole Board [2005] UKHL1
 confirms that recalled fixed-term prisoners are entitled to oral hearings when recalled to custody, not by application of Article 5 of the Convention, but on grounds of common law fairness.

The Criminal Justice Act 2003
 The Criminal Justice Act 2003 makes significant changes to the law on sentencing. The Act overhauls early release arrangements for fixed-term prisoners where offences committed on or after 4 April 2005. Release is automatic at the halfway point for most fixed-term prisoners but licences last for the whole of the sentence. The Act also creates the sentence of imprisonment for public protection which is set to become a key area of focus.

2008
Brooke & others v Parole Board and the SSJ
 Court of Appeal upholds the Divisional Court's declaration that "the Parole Board does not meet the requirements of the common law and of Article 5(4) of the Convention for a court to have demonstrated objective independence of the executive and of the parties." Guidance is given to changing the sponsorship arrangements in order to meet the necessary requirements of independence from the executive.

Intensive Case Management (ICM) implemented
 Following the overwhelming impact on workload of the IPP sentence, the Board introduces ICM, a new, intensive process for assessing indeterminate sentence prisoners on the papers, which include issuing provisional paper decisions.

2012
First video links piloted at a parole hub in HMP Bristol.
 Video hearings established for four different prisons. The pilot lasted for six months and was subsequently extended.

The Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO)
 LASPO had a large impact on the work of the Parole Board, with the abolition of the IPP sentence and removal of Legal Aid for pre-tariff prisoners. The act also introduced the same statutory test for the release of all determinate prisoners:
"The Parole Board must not give a direction [for release] ... unless the Board is satisfied that it is no longer necessary for the protection of the public that the person should be confined."

2015
Member Case Assessment (MCA) implemented
 In response to the Osborn judgment, the Board develops and implements MCA, a comprehensive paper review system that assesses all cases on individual need and complexity, replacing all other legacy systems.

EasyRead Guides for prisoners published
 The Board publishes its first two guidance documents in an easy to read format for prisoners, to help them through the parole process and for preparing for an oral hearing.

The first electronic dossier replaced a paper dossier in a hearing
 The Board began testing the use of electronic tablet devices as an alternative to paper dossiers, and providing members with online access to their cases and dossiers. By October 2017, 76% of members had moved from paper to digital dossiers and 98% can access dossiers electronically.

Information booklet for victims
 Following a consultation with victim groups, the Board publishes its first ever detailed guide for victims who wish to engage in the parole process.



5.3 Agree and establish a programme of implementation events to bring together staff and members.

A series of events were held in 2017/18 to bring together Parole Board members and the secretariat. A large number of staff attended the annual members' conference and there are many opportunities for them to meet and socialise during the two-day residential event. This year there was a dedicated session for staff teams to set up stalls to showcase their areas of work and talk informally with members. Other events attended by both members and staff include the new member training and chair accreditation, which were both residential, as well as one-day activities, such as the staff awayday, annual strategy day, training and quality assurance events.

5.4 Improve the level of staff and member engagement to at least that of comparable organisations by strengthening recruitment, retention, development and consultation processes.

This year the Parole Board Employee Engagement Group (EEG) worked tirelessly to increase the level of the staff engagement index. To be able to deliver and measure success, the EEG group, in consultation with Parole Board employees, have analysed the Civil Service People Survey 2016 result, and developed and implemented the engagement strategy. This work concluded in facilitating the delivery of the all staff away day, liaising with outside organisations and joint stakeholders.

Feedback from staff regarding the away day was overwhelmingly positive and has directly impacted on results from the Civil Service People Survey 2017. In each of the key staff engagement indicators there have been significant increases in the results.

Working with the MoJ Engagement group, additional training provision has been secured for all the employee engagement representatives to provide them with the necessary skills required to fulfil their roles as representatives of the Employee Engagement Group.

5.5 Continue to develop a culture of continuous improvement within the Board.

The Parole Board has invested in new technology to improve the way it works. All staff and Parole Board members are now able to use Skype telephony and video conferencing. Podcasts have been launched for

members and a project has started to move the Parole Board members extranet onto SharePoint, which was completed in April 2018.

Following a review of complaints processes in 2017, dedicated staff have been appointed for complaints and correspondence. Quarterly governance meetings between the Parole Board's complaint reviewer and staff working on complaints have started to try and improve the quality of responses to complaints.

The Parole Board has an active Twitter community and this social media platform is used to share key messages. A target for the Parole Board to reach 1,000 Twitter followers by March 2018 was met in December 2017 and it now has 1,900 followers and counting.

 **@Parole_Board**

5.6 Strive to ensure that we treat the victims involved with the parole process with sensitivity and humanity.

Victims and their families are more engaged in the parole process than ever and the Parole Board is aware that this can be a daunting, stressful and anxious time for them. While the Parole Board has little direct contact with victims, it has looked at its processes to ensure victim engagement is factored into any improvements and changes. The Parole Board provided staff with victim awareness training which gave them a better understanding of parole from a victim's perspective and provided them with an opportunity to talk openly and honestly with a victim and ask questions. The Parole Board has engaged with restorative justice providers to develop guidance for members on the part restorative justice can play in the parole process and a presentation was given at the annual member conference.

Martin Jones, CEO, continues to write personal notes thanking those victims who take the difficult decision to attend a parole oral hearing and read out their statement, sometimes in front of the offender. Hearing directly from victims gives the Parole Board members a much more personal view of how the victim and their family were affected by the crime committed. The Parole Board also appreciates that attending oral hearings at prisons can be an expensive trip and so victims are offered reimbursement of these costs, which the Board considers right to ensure victims can participate at this stage, should they wish to do so.

The Parole Board has developed a better and more timely approach to handling complaints and correspondence from victims and aspired to be more approachable and open about their work. The recent judgment in the case of John Worboys has shown that there is more work to do and a programme of development, particularly around transparency is under way in 2018/19.

From 22 May 2018, victims were able to request a summary of the reasons for any Parole Board decision via their VLO due to a change in the Parole Board rules. Summaries will set out information about the prisoner, their sentence and the prisoner's progress in custody. If a prisoner is going to be released the summary will also include information about the licence conditions that will be in place to enable the NPS to manage them in the community.

Summaries will also be available to the media and members of the public via the Parole Board website.

(ii) KEY STATISTICS

Comments and Definitions

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 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 a move to open conditions.

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 with a new panel.

Adjourned – a hearing where the Parole Board did not come to a decision therefore another hearing will be required with the same panel.

Review Types

Advice – the hearing is as a result of a request from the Secretary of State asking the Parole Board for advice. This advice can be in relation to suitability for open conditions or on release on compassionate grounds.

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

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

Sentence Types

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

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

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

2017/18 Parole Board Hearings

Completed **paper** hearings conducted by the Parole Board 2013/14 – 2017/18, 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	Release
Review	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	*	*	*	*	*	*	*
	2016/17	398	421	41	*	*	*	*	*	*	1
	2017/18	424	630	32	*	*	*	*	*	*	10
Recall	2013/14	9,128	991	1603	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	*	*	*	*	*	*	*
	2016/17	6,873	1,757	339	*	*	*	*	*	*	10
	2017/18	5,563	1,794	230	*	*	*	*	*	*	21
					*2016/17 Life and IPP (ISP) – Review and Recall Combined						
					Negative		To Oral		Open		
					898		3,001		0		
					*2017/18 Life and IPP (ISP) – Review and Recall Combined						
					Negative		To Oral		Open		
					854		3,035		12		
Advice	2014/15	0	0	0	0	5	0	5	21	0	
	2015/16	Advice cases are not recorded by sentence type									
	2016/17	Advice cases are not recorded by sentence type									
	2017/18	Advice cases are not recorded by sentence type									

Requests for oral hearings conducted by the Parole Board 2013/14 – 2017/18, split by sentence type, review type and outcome

Requests		Determinate		Life		IPP	
		Decline	Grant	Decline	Grant	Decline	Grant
Review	2013/14	5	8	92	64	175	105
	2014/15	0	0	15	77	26	133
	2015/16	2	13	27	60	36	107
	2016/17	31	47	21	42	41	46
	2017/18	20	41	18	53	25	67
Recall	2013/14	623	531	All Recalled Life and IPP sentence offenders are automatically granted an oral hearing so there can be no requests for an oral hearing			
	2014/15	430	660				
	2015/16	267	486				
	2016/17	332	401				
	2017/18	160	245				

Completed **oral** hearings conducted by the Parole Board 2013/14 – 2017/18, split by sentence type, review type and outcome

Oral Hearings		Determinate		Life			IPP		
		Negative	Release	Negative	Open	Release	Negative	Open	Release
Review	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
	2016/17	176	261	353	382	385	488	436	645
	2017/18	216	289	339	427	469	430	443	691
Recall	2013/14	261	466	46	21	78	45	23	94
	2014/15	724	1053	38	24	100	63	29	139
	2015/16	700	782	46	19	90	83	16	155
	2016/17	663	790	53	7	138	88	32	249
	2017/18	624	813	28	11	93	74	20	214
Advice	2013/14	0	0	3	8	0	6	14	1
	2014/15	0	0	4	11	0	3	4	3
	2016/17**	Negative		Open			Release		
		4		15		0			
2017/18*	Negative		Open			Release			
	2		2		2				

2017/18 Parole Board Hearings – Summary

Paper hearings conducted by the Parole Board 2013/14 – 2017/18, split between whether the hearing was deferred or completed

Year	Total	Completed	“Deferred or Adjourned”
2013/14	17,946	17,873	73
2014/15	16,172	15,706	466
2015/16	15,706	14,112	1,594
2016/17	16,866	13,739	3,127
2017/18	16,436	12,625	3,811

Completed **paper** hearings by the Parole Board 2013/14 – 2017/18, split by outcome

Year	Total	Negative	Progression	To Oral	% To Oral
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
2016/17	13,739	8,169	391	5,179	38
2017/18	12,625	6,852	305	5,468	43

Requests for oral hearings conducted by the Parole Board 2013/14 – 2017/18, split by whether the request was granted or declined

Year	Total	Decline	Granted	% Granted
2013/14	1,590	890	700	44
2014/15	1,341	471	870	65
2015/16	998	332	666	67
2016/17	961	425	536	56
2017/18	629	223	406	59

Oral hearings conducted by the Parole Board 2013/14 – 2017/18, split between whether the hearing was deferred or completed

Year	Total	Completed Hearings	Deferred Hearings	% Completed
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
2016/17	7,377	5,165	2,212	70
2017/18	8,137	5,638	2,499	69

Completed **oral** hearings by the Parole Board 2013/14 – 2017/18, split by outcome

Year	Total	Progression	Negative	% Progression
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
2016/17	5,165	3,340	1,825	65
2017/18	5,638	3,823	1,815	67

All hearings conducted by the Parole Board 2013/14 – 2017/18

All Hearings	Total
2013/14	24,710
2014/15	24,385
2015/16	23,852
2016/17	25,204
2017/18	25,250

All hearings conducted by the Parole Board 2013/14 – 2017/18 broken down by finance classification

Finance Classification	2013/14	2014/15	2015/16	2016/17	2017/18
3 member paper hearings (All Determinate Review and all ESP Annual Review)	974	847	NA *1	NA *1	NA *1
1 member paper hearings A (All IPP and Life)	5,637	3,584	NA *1	NA *1	NA *1
1 member paper Hearing B (All Determinate Recall except ESP Annual-Reviews)	11,335	7,316	NA *1	NA *1	NA *1
1 member paper hearing (Member Case Assessment)	n/a	4,425	1,5706	16,866	16,436
Duty Member paper hearing (All oral hearing requests)	1,590	1,341	998	961	629
Total paper hearings	n/a	17,513	16,704	17,827	17,065
1 member oral hearing (All Determinate Recall except ESP offenders)	804	1,886	NA	NA	NA
All Determinate Recall except ESP Annual Review offender Oral hearings *2			1,897	1,468	1,444
3 member oral hearing (All IPP, Life and ESP)	4,370	4,986	NA	NA	NA
All IPP, Life and Pre-release determinates (including ESP Annual Review) Oral hearings *3			5,251	3,128	6,693
Total oral hearings	5,174	6,872	7,148	7,377	8,137
Total hearings		24,385	23,852	25,204	25,202

*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.

In November 2017, for the first time, the Parole Board published Parole Board hearing results by ethnicity. These figures are for the previous financial year; however, work is being conducted to continue to report by ethnicity more regularly.

Parole Board hearing results by ethnicity, England and Wales, year ending March 2017⁽¹⁾⁽²⁾

Self-identified ethnicity (numbers)

Hearing result description	White	Black	Asian	Mixed	Chinese or Other	Total (known)	Not Stated	Total (all)
Release	2,016	272	82	93	14	2,477	13	2,490
Open Condition	660	133	56	32	1	882	10	892
Refusal	1,395	218	66	67	5	1,751	21	1,772
Total	4,071	623	204	192	20	5,110	44	5,154

Source: Public Protection Unit Database

Parole Board hearing results by review and ethnicity, England and Wales, year ending March 2017⁽¹⁾⁽²⁾

Self-identified ethnicity (numbers)

Hearing result description	White	Black	Asian	Mixed	Chinese or Other	Total (known)	Not Stated	Total (all)
Release	1,025	134	48	38	3	1,248	11	1,259
Open Condition	624	129	56	29	1	839	10	849
Refusal	740	102	31	30	2	905	18	923
Total	2,389	365	135	97	6	2,992	39	3,031

Source: Public Protection Unit Database

Parole Board hearing results by recall and ethnicity, England and Wales, year ending March 2017⁽¹⁾⁽²⁾

Self-identified ethnicity (numbers)

Hearing result description	White	Black	Asian	Mixed	Chinese or Other	Total (known)	Not Stated	Total (all)
Release	991	138	34	55	11	1,229	2	1,231
Open Condition	36	4	0	3	0	43	0	43
Refusal	655	116	35	37	3	846	3	849
Total	1,682	258	69	95	14	2,118	5	2,123

Source: Public Protection Unit Database

(1) Data is reliant on the initial data input into PPUD therefore there is the potential that either the ethnicity or outcome could be recorded incorrectly

(2) These figures do not include outcomes of where a case was concluded on papers following an adjournment notice at an oral hearing

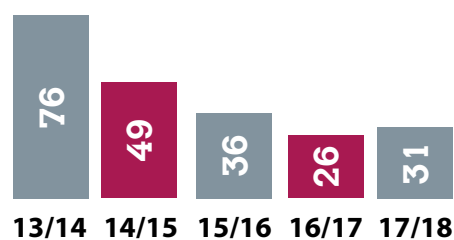
Challenges, Requests for Information, and Complaints

Challenges

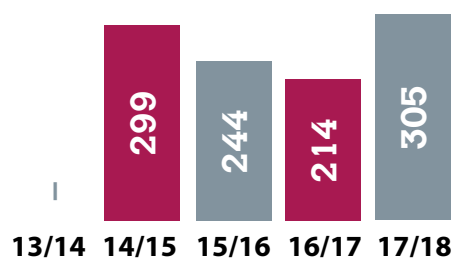
The data below relates to all legal challenges made to the Parole Board. The general complaints and legal challenges have been split to more accurately show the number of letters received under the Civil Procedure Rules Pre-Action Protocols, for both judicial reviews and private law damages claims, together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

Challenges, Claims and Requests 2013/14–2017/18

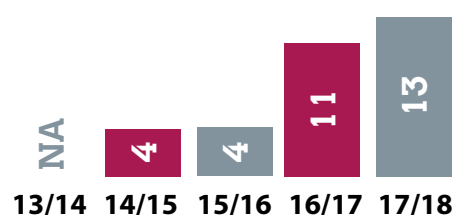
Judicial Reviews



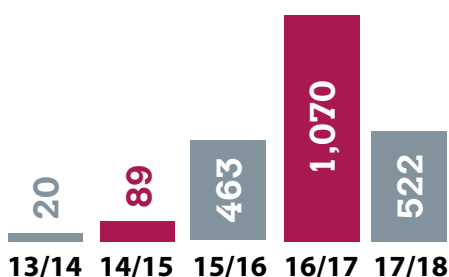
Pre-Action Claims for JR



Private Law Claims

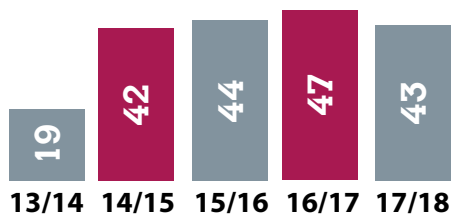


Pre-Action Claims for damages



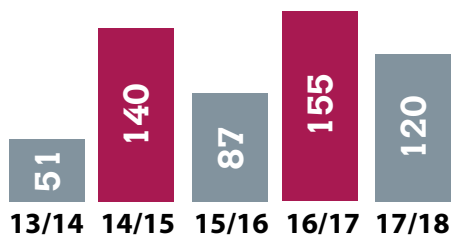
Freedom of Information Requests 2013/14–2017/18

Freedom of Information Requests



Complaints

Complaints 2013/14–2017/18



Complaints can be investigated regarding how the Parole board has dealt with a case, either administratively, or regarding the conduct of a Parole Board Member or member of staff. We cannot investigate complaints about parole decisions as these are judicial decisions and can only be challenged through the Administrative Courts by Judicial Review.

The majority of general complaints relate to delays, administrative failures or errors, or Member practice issues. The complaints have been grouped into broad categories, as set out in the table below.

Total complaints received	120
Complaint Category	Number
Admin error – e.g. operational processing errors (including incorrect sharing of information)	8
Communication – e.g. any instance that involves parties not being kept informed of changes/developments within the review	8
Information sharing – e.g. party unhappy with how the Board has shared information	2
Listing error – e.g. an error in the listings process meant that the hearing could not go ahead	1
Delays – e.g. backlog issues or issues with the timeframe for a hearing to be listed/relisted	37
Hearing cancelled – e.g. party unhappy with the reason a hearing did not go ahead as scheduled	10
Member practice – e.g. party unhappy with the way a panel has conducted itself	31
Victim issues – e.g. anything relating to or from a victim	1
Complaints process – e.g. where previous letters have been sent but no response has been received.	1
Decisions – e.g. party unhappy with the outcome of a decision made by the Parole Board	17
Deferrals – e.g. party unhappy with the reasoning behind a deferral	4

Upheld/partially upheld	Not upheld	Still outstanding	Total Completed
54	54	12	108

The number of complaints logged since last year has reduced. Of the 108 cases concluded, 58 (57%) were progressed within the timeframes set out in the Board's Complaints Policy.

Since the last reporting year, to tackle the number of complaints received and to streamline the complaints process a new procedure has been put into place as well as dedicated staff to oversee and deal with all complaints received.

(iii) Sustainable Development

The Parole Board is not required to prepare a sustainability report under the Greening Government Commitments. It is, however, committed to operating in a more sustainable environment and reducing waste wherever possible in all supply chains. The Parole Board has been working towards becoming a paperless organisation and has already substantially reduced the amount of printed paper being generated and dispatched to members. As at 31 March 2018, 100% of the membership are using a fully digital alternative to paper dossiers.



Martin Jones
Chief Executive and Accounting Officer
16 July 2018

3. Accountability Report



**IPP POPULATION
REDUCED BY 53%**

a. Corporate Governance Report

i. Chief Executive's Report

1. 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, 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. Following the Legal Aid, Sentencing and Punishment of Offenders Act 2012 the Board are obliged to apply the same release test for indeterminate and determinate sentences.

The Parole Board exercises judicial functions and acts as a Court for the purposes of Article 5 (4) of the European Convention on Human Rights (ECHR).

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 determinate prisoners who have been recalled to custody and determines whether re-release is appropriate.

- Considers the release (at the two third stage) of extended determinate sentence prisoners (EDS) imposed under the Legal Aid, Sentencing and Punishment of Offenders Act 2012.
 - Considers the release (at the half way stage) of those serving a sentence for offenders of particular concern created under the Criminal Justice and Courts Act 2015.
- The Parole Board is guided in its work by the Parole Board Rules 2016.

2. Mission Statement

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

3. 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.

The Board has five functions in England and Wales:

- Deciding whether to release indeterminate sentence prisoners, including life sentence prisoners, prisoners detained at Her Majesty's Pleasure, and prisoners given an imprisonment or detention for public protection sentence (IPP and DPP prisoners) after their minimum term of imprisonment has expired;
- Deciding whether to release some categories of determinate sentence prisoners;
- Deciding whether some prisoners who have been recalled to prison can be re-released;
- Advising the Secretary of State whether some indeterminate prisoners can be progressed from closed to open conditions;
- Advising the Secretary of State on any release or recall matters referred to it.

Under the provisions of the Legal Aid, Sentencing and Punishment of 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.

All cases are 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.

All types of cases are initially considered on paper by a single Parole Board member, who is accredited to undertake Member Case Assessments (MCA). In all cases the parole review is based on a dossier of papers presented to the Parole Board by the PPCS within the SCPPG of HMPPS, on behalf of the Secretary of State for Justice (SSJ). There will usually be representations from the prisoner, or legal representative (if one has been instructed), and sometimes a VPS.

4. Review and Hearing Types

There are differences in the powers or remit the Parole Board has in certain cases.

Determinate sentence prisoner paper hearing reviews

Initial release paper reviews include Discretionary Conditional Release (DCR), Extended Sentence for Public Protection (EPP/ESP), Extended Determinate Sentence (EDS), Deportees and Sentence for Offenders of Particular Concern (SOPC). 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

The Parole Board also considers any determinate 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. Post release paper reviews include Standard Determinate Sentence prisoners (SDS), Extended Determinate Sentence prisoners (EDS), and Extended Sentence for Public Protection prisoners (EPP/ESP). The MCA member can:

- Direct immediate release
- Direct release at a future date
- 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 prisoner 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. The oral hearing panel can:

- Direct immediate release
- Direct release at a future date (only for recalled prisoners)
- Make no direction to release
- Adjourn the case for further information
- Defer the case for a set period of time

Indeterminate sentence prisoner paper hearing reviews

These are reviews by MCA accredited single members of all Life sentence prisoners and those serving Imprisonment or Detention for Public Protection sentences, and include pre-tariff (for advice only), on-tariff and post-tariff cases, as well as all indeterminate sentence prisoners recalled to custody. The MCA member can:

- Direct immediate release (only IPP/DPP prisoners)
- Recommend the transfer to open conditions (only IPP/DPP prisoners, where the referral asks for such advice)
- 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 Life sentence prisoners recalled to custody will always have their continued detention considered by way of an oral hearing, unless there are particular circumstances which do not require one.

Indeterminate sentence prisoner 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 indeterminate sentence prisoners. Panels will comprise of between one and three suitably accredited members, depending on the need and complexity of the case. The oral hearing panel can:

- Direct immediate release
- Recommend a transfer to open conditions (only where the referral asks for such advice)
- Make no direction to release
- Adjourn the case for further information
- Defer the case for a set period of time

5. 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 (FReM).

6. Funding

The Parole Board's sponsor is the Director General for Justice Analysis and Offender Policy within the MoJ. The Parole Board's only source of funding is grant-in-aid which is provided by the MoJ. This is a comprised cash funding of £18,265,000 (2016/17 – £15,385,277).

In addition, the MoJ met costs of £1,335,000 for the Parole Board (2016/17 – £1,438,000) and these amounts have been treated as grant-in-aid. All grant-in-aid is credited directly to reserves in accordance with the FReM. This provided total funding of £19,600,000 which was an increase of £2,776,723 from 2016/17 which was £16,823,277.

The Parole Board's cash at bank as of 31 March 2018 was £1,236,000.

7. 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 Board together with costs borne by the MoJ on the Board's behalf. Oral hearings unit costs have decreased this year by 10% due to the Parole Board focusing on reducing the backlog and hearing more complex cases in 2016/17 and into 2017/18. The move away from paper dossiers to e-dossiers has also had a positive impact on Oral Hearing unit costs.

	2013/14	2014/15	2015/16	2016/17	2017/18
Paper Hearings	£151	£165	£293	£315	£320
Oral Hearings	£1,919	£1,707	£1,569	£1,706	£1,406

8. Audit

Internal audit services are provided by the Government Internal Audit Agency and in 2017/18 the amount charged for these services was £33,000 inclusive of VAT (2016/17 – £30,000). 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 Comptroller and Auditor General, through the National Audit Office. The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament is included in these Accounts. The Parole Board has accrued for £50,000 in respect of the statutory audit for 2017/18. 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 they ought to have taken to make themselves aware of any relevant audit information, and to establish that the Parole Board's auditors are aware of that information.

ii. 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 comply with the requirements of the *Government Financial Reporting Manual* and in particular 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 MoJ 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 for which he is answerable, for keeping of proper records, and for safeguarding the assets of the Parole Board, are set out in the Non-Departmental Public Bodies' Accounting Officers' Memorandum issued by HM Treasury and published in *Managing Public Money*.

iii. 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 in central government departments: code of good practice" to the extent that the Parole Board's size and status allow. I have policies and procedures in place which enable me to maintain a sound system of internal control that supports the achievement of the Parole Board's policies and strategic aims and objectives, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me as Accounting Officer and in the *Managing Public Money* guidance.

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

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.

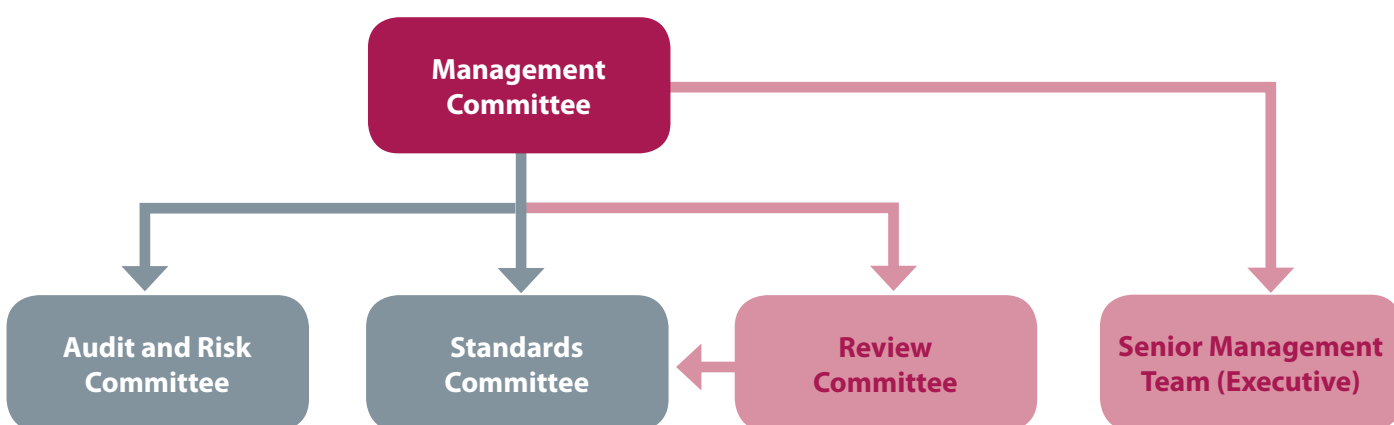
Governance Structure

I was appointed as Interim Chief Executive Officer in November 2015, and appointed on a permanent basis in May 2016. 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 (MRG) is in place. It is not part of the formal management structure. Its members are elected by the Parole Board membership. The MRG 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 here:



1.1 The Management Committee (MC)

As well as myself, the Management Committee consists of:

- the Chair and Vice Chairs of the Parole Board;
- three Directors – of Member Development and Practice (who is also a Member), of Business Development and Improvement, and of Operations (until that Director left in February 2018);
- three Parole Board Members;
- and our three Non-Executive Members.

The executive officers on the MC are all standing members. The members who are Parole Board Committee members and non-executive Committee members were appointed, following open competitions, for a three-year term of office. Two members and two non-executives had their terms extended for a further three years in December 2017. The third non-executive commenced in April 2017. Parole Board Members who are members of the Committee may be appointed for a shorter period commensurate with the end of their tenure as a Parole Board Member.

During 2017/18 the Management Committee met nine times. It focussed on performance; future strategy and direction of the Parole Board, including opportunities to provide greater transparency of the Board's decisions; the steps being taken to mark the 50th Anniversary of the Parole Board and, in the final months of the reporting year, the Parole Board's handling of the John Worboys case. It received key management information to support and challenge the Parole Board's operation and performance. It was responsible for formally approving the 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. We held this on 14 December 2017 and took a question and answer session from observers after the meeting. Another open meeting is planned to take place in 2018/19.

1.2. The Audit and Risk Committee (ARC)

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 the key risks, including information security, are properly identified, managed and mitigated where possible. The ARC reports to me on the activity and results of internal and external audit.

Membership consists of two Non-Executive Members of the Parole Board Management Committee, one of whom acts as Chair of the ARC; and a maximum of two Parole Board Members (one to be drawn from the Management Committee). The Chair is a qualified accountant.

The Parole Board Committee Members and Non-Executive Committee Members are appointed for a three-year term of office. Parole Board Members of the Committee may be appointed for a shorter period matching 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 an External Audit representative.

The ARC met five times during 2017/18. 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.

The terms of reference and operating procedures for the ARC were reviewed and approved at the start of 2018. All committee members have job descriptions and person specifications.

1.3. Standards Committee (SC)

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

matters between members, senior management and Secretariat staff.

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

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

The SC meets at least quarterly. After each 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.

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

1.4. Review Committee (RC)

The purpose of the 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 SFO. A formal report is submitted to the Management Committee on an annual basis.

The RC meets at least quarterly and sits outside the formal management structure, to retain its independent scrutiny role.

Membership of the RC consists 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 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).

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

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

1.5 Senior Management Team (SMT)

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

Performance issues at a tactical level are discussed by operational managers at the Business Delivery Group and key data is shared with the SMT.

1.6 Other committees and groups:

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

These include the:

- Equality and Diversity Advisory Group (Quarterly)
- Health and Safety Committee (Quarterly)
- Business Delivery Group (Monthly)
- Change Forum (Fortnightly)
- 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 Attendance at Meetings

The table below sets out the attendance of Parole Board management, non-executives and part-time members at meetings during the year 2017/18.

	Management Committee	Audit & Risk Committee	Standards Committee
Professor Nick Hardwick, Former Chair	8 of 9		
Martin Jones, Chief Executive	9 of 9	5 of 5	
Stephanie McIntosh, Full-time member and Director of Member Development and Practice	7 of 9		4 of 4
Miranda Biddle, Director of Operations (to 14 February 2018)	6 of 9		
Faith Geary, Director of Business Improvement and Development	9 of 9		
Cedric Pierce, Part-time member and Vice Chair	9 of 9		
Geraldine Berg, Part-time member	8 of 9	5 of 5	
Simon Ash, Part-time member	9 of 9		
Philip Geering, Part-time member		4 of 5	
Nigel Bonson, Part-time member			4 of 4
Andy Dale, Part-time member			3 of 4
Roisin Hall, Part-time member			3 of 4
Leslie Spittle, Part-time member			4 of 4
Sir John Saunders, Part-time member and Judicial Vice Chair	6 of 9		
Dale Simon, Non-Executive Director	9 of 9		4 of 4
Caroline Corby, Non-Executive Director, Interim Chair	9 of 9	5 of 5	
Gary Sims, Non-Executive Director	7 of 9	5 of 5	

1.8 Sponsorship arrangements:

The Parole Board are sponsored by the **Justice Analysis and Offender Policy Group** within the MoJ. In addition to the governance framework outlined above, the Arms Length Body (ALB) Governance Division, Justice and Courts Policy Group, within the MoJ, is the Parole Board's assurance partner. For the duration of 2017/18 the Parole Board's impact level assessment from the MoJ's principal accounting officer remained at level

three reflecting the significant and sensitive work that we do.

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.

In addition, the Public Appointments Team within the ALB Governance Division undertakes the recruitment of Parole Board members, ensuring campaigns are run, where appropriate, in accordance with the Cabinet Office Governance Code on 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 last formally appraised in January 2017 by the former Chair. Collective performance was appraised against the MC terms of reference.

Attendance of members of the MC at meetings during 2017/18 was an average 92% across its membership.

The overall assessment was positive; the scoring and comments would suggest that relationships between the MC and its sub-committees, the Executive, and with Members are good but could be improved further.

2.1 Data Quality

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 Board's responsibility were examined during the year. Since the March 2017 meeting all papers are circulated electronically in an interactive pack facilitating easier navigation and annotation of, and access to, the papers. Data presented to the Committee is regularly checked to ensure it is up-to-date and is consistent across reports generated.

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

The MC met nine times during the year and provided me with advice and support in its oversight role for operation and performance. 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.

During 2017/18 ARC focussed on managing the risks around our digital roll out, particularly cyber threats, and our preparedness for GDPR.

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

I have put in place governance arrangements which follow best practice and the Code of Good Practice 2011 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:

The Parole Board does not have a dedicated Nominations and Governance Committee in place identifying leadership potential, and overseeing incentive schemes and governance structures. However, these responsibilities are covered by the remit of the Management Committee and the Senior Management Team.

4.1 Internal Audit

Internal audit provided a total of 63 days' resource for the Parole Board and have audited the following: caseload forecasting; change portfolio; complaints and whistleblowing; MCA quality assurance; and member utilisation.

Internal Audit reported to each meeting of the ARC. The Head of Audit Operations provides me with a report on internal audit activity on at least a yearly basis. The report includes their independent opinion on the adequacy and effectiveness of the Parole Board's system of internal control. The overall opinion of the Head of Internal Audit for 2017/18 was Moderate.

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

4.2 Shared Services Assurance

The cross-government shared service operation is subject to a range of independent assurance activity. In 2017/18, this has included an ISAE3402 report from PricewaterhouseCoopers (PwC), which covered SSCL's controls framework and assurance, and confirmed the vast majority of key controls are operating as designed. However, the report was qualified by PwC because of exceptions found in the operation of nine controls. The MoJ and GIAA, on behalf of the Departmental

Group, has reviewed these exceptions and concluded that, while of concern none are fundamental to these financial statements or governance statement.

5. Managing risk and governance

5.1 Principles of managing risk for the Parole Board

The risk management framework that I have embedded within the Parole Board ensures that risks to achieving its strategy, objectives and milestones are properly identified, managed and monitored. On an annual basis the strategic 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 the Board's reputation amongst its stakeholders 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.

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 MC. Additionally, major projects each have their own risk register identifying, measuring and monitoring risks to the project's objectives.

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

Internal audit services are provided by the Government Internal Audit Agency (GIAA) and the annual audit plan considers the risks recorded on the strategic risk register. The Comptroller and Auditor General provide the external audit service. 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 15 information incidents were recorded during 2017/18: one was actual or potential losses external to the Parole Board premises; four were actual or potential losses within the Parole Board; seven related to unauthorised disclosure; and three were related to failure to report an incident and IT issues.

5.3 Summary of key risks identified during the year

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

5.4 Ministerial directions

The Parole Board received no ministerial directions during the year.

6. Fraud and Whistle Blowing Policy

The Parole Board's Fraud and Whistle Blowing Policy was reviewed in 2017/18 and a new reporting and investigation procedure is being introduced.

Accounting officer's statement

I am confident that governance arrangements are in place and provide a reasonable level of assurance that the Parole Board is managing its resources effectively. This view is a reflection of work, advice and governance monitored by the MC, ARC, the internal auditors and the Comptroller and Auditor General.

The Board is engaging closely with the MoJ which is looking at system-wide improvement to drive further efficiencies that will benefit parole and the wider justice system.

This has been another year of significant change for staff and Members, with a number of changes to the way we work. However, with this change comes the opportunity to challenge ourselves and our partners to develop a more efficient and effective service.



Martin Jones
Chief Executive and Accounting Officer
16 July 2018

b. Remuneration and Staff Report

i. Remuneration Policy

The Chairman, and all other Parole Board members, 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. One member serves on a full-time basis and is salaried, splitting their time between sitting as a member and acting as a Director. The full-time member serves 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 part-time members, one full time member who is also a Director, the Chief Executive and the two other Directors). 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, currently set at a rate of £400 per day for 104 days;
- for the part-time members (including those serving on the Management Committee), at a fixed and non-pensionable rate of £300 (2016/17 – £300) for each day on which they attend Parole Board meetings;
- for the full-time member, and the other Directors, a salary commensurate with Parole Board pay scales;
- for the Chief Executive, by the MoJ 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 MoJ 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 of the Chief Executive, the full-time member, other senior managers and staff.

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

Part-time members of the Board are office holders.

Tenure Arrangements

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

	Tenure Expiry Date
Professor Nick Hardwick Appointed 21 March 2016 Chairman	Left before end of tenure on 27 March 2018
Stephanie McIntosh Appointed 01 August 2013 Full-time member	01 August 2018

Service Contracts

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

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

Bonuses

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

ii. Audited Remuneration

Single total figure of remuneration

Officials	Salary		Performance related pay		Pension benefits		Total	
	2017/18 £000	2016/17 £000	2017/18 £000	2016/17 £000	2017/18 £000	2016/17 £000	2017/18 £000	2016/17 £000
Professor Nick Hardwick Chairman (until 27 Mar 2018)	40–45	40–45	–	–	–	–	40–45	40–45
Martin Jones Chief Executive	75–80	75–80	–	–	18	50 ⁽³⁾	95–100	125–130
Stephanie McIntosh Full- time member and Director of Member Development and Practice	65–70	65–70	0–5	0–5	23	48	90–95	115–120
Miranda Biddle Director of Operations (until 14 Feb 2018)	60–65 (FYE 70–75)	70–75	0–5	0–5	25	28	85–90	100–105
Faith Geary Director Business Development	60–65	60–65	0–5	0–5	18	36	75–80	95–100
Cedric Pierce 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
Sir John Saunders Part- time member	5–10	0–5	–	–	–	–	5–10	0–5
Dale Simon Non-Executive Director	10–15	5–10	–	–	–	–	10–15	5–10
Caroline Corby Non- Executive Director	5–10	5–10	–	–	–	–	5–10	5–10
Gary Sims Non-Executive Director	5–10	–	–	–	–	–	5–10	–

(1) The remuneration disclosed for part-time members who are members of the MC is their remuneration for acting as a member of the MC only.

(2) 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 decrease due to a transfer of pension rights.

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

(4) There were no benefits in kind.

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 2018 was £75–80k (2016/17 £75–80k). This was 3.0 times (2016/17 – 3.1 times) the median remuneration of the workforce, which was £25,510 (2016/17 £24,770 restated). During the financial year, the remuneration ranged from the minimum band of £15–20k to the highest band of £75–80k (2016/17 £15–20k to £75–80k). No employees received remuneration in excess of the highest paid director (2016/17 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 Member, Chief Executive and other Directors during 2017/18 were as follows:

Name	Accrued pension at pension age as at 31/3/18 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 1 April 17	CETV at 31 March 18	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000
Martin Jones	25–30 plus a lump sum of 60–65	0–2.5 plus a lump sum of 0	377	408	4
Stephanie McIntosh	15–20	0–2.5	183	207	10
Miranda Biddle	5–10	0–2.5	41	56	10
Faith Geary	10–15 plus a lump sum of 30–35	0–2.5 plus a lump sum of 0	158	175	4

The full-time member, other Directors 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 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 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 4.6% and 8.05% for members of classic, premium, classic plus, nuvos and 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. 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 8% and 14.75% (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 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

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

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.

iii. Staff Report

1. Audited Staff Costs

	2017/18 £'000	2016/17 £'000
Permanent staff		
Salaries and wages, including overtime	3,447	3,282
Pension contributions	596	555
Social security costs	358	328
	4,401	4,165
Seconded Staff	48	4
Agency staff	325	111
Parole Board Members' Fees		
Fees	7,993	7,020
Social security costs	877	752
	8,870	7,772
Total	13,644	12,052

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.

The Parole Board do not have any costs associated to employees who were relevant unions officials during 2017/18. No employees received any benefits in kind during 2017/18.

The PCSPS and the Civil Servant and Other Pension Scheme (CSOPS) – known as “alpha”, are unfunded multi-employer defined benefit schemes where The Parole Board is unable to identify its share of the underlying assets and liabilities. The Scheme Actuary valued the scheme as at 31 March 2017. Details can be found in the Accounts of the Cabinet Office: Civil Superannuation at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/670148/PCSPS_ARA_2016_17_HC643_Print.pdf

For 2017/18, employers' contributions of £605k were payable to the PCSPS (2016/17 – £555k) at one of four rates which ranged from 20% to 24.5% of pensionable pay, based on salary bands. The Scheme Actuary reviews employer contributions approximately every four years following a full scheme valuation. The

contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions to partnership

pension accounts were £17k (2016/17 – £13k) and were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions, which are age-related, ranged from 8.00% to 14.75% of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay.

In addition, employer pension contributions equivalent to 0.5% of pensionable pay were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of employees in the PCSPS.

The average number of full time equivalent people employed by the Parole Board, which excludes the Chairman, during 2017/18 was:

	2017/18				2016/17
	Employed	Seconded	Agency	Total	Total
Senior Management	4	–	–	4	4
Operations	107	–	8	115	112
Corporate Services	5	–	–	5	5
Total	116		8	123	121

2. Audited Member Costs

The emoluments (non-pensionable) of the highest paid part-time Parole Board member were £124,215 (2016/17 – £152,298). Part-time members are not employees of the Board and are appointees. They are paid a fee for each service they perform for the Board. Payments of part-time members' emoluments were within the following ranges:

£	2017/18	2016/17
0 – 4,999	51	56
5,000 – 9,999	20	19
10,000 – 14,999	45	8
15,000 – 19,999	27	10
20,000 – 24,999	27	16
25,000 – 29,999	22	18
30,000 – 34,999	13	11
35,000 – 39,999	18	10
40,000 – 44,999	21	14

45,000 – 49,999	12	15
50,000 – 54,999	13	12
55,000 – 59,999	4	2
60,000 – 64,999	2	5
65,000 – 69,999	3	6
70,000 – 74,999	5	2
75,000 – 79,999	1	1
80,000 – 84,999	3	1
85,000 – 89,999	1	2
90,000 – 94,999	2	4
95,000 – 99,999	2	1
100,000 – 109,999	5	3
110,000 – 119,999	2	2
120,000 – 129,999	2	0
130,000 – 139,999	0	2
140,000 – 149,999	0	0
150,000 – 159,999	0	1
Total	301	221

There were a total of 301 members during 2017/18 (2016/17 221). They included 39 members who were not active, 50 members who joined the Parole Board during 2017/18 following a recruitment campaign, and members who left the Parole Board during the year. The new members underwent training and mentoring from more experienced members, which are reflected in the table, this, coupled with increased hearings during 2017/18 meant more members were active. There were 238 active members as at 31 March 2018.

3. Civil Service and other compensation schemes: exit packages

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 accordance with IAS19 Employee Benefits within the financial statements. In 2017/18 no employees left The Parole Board under the Scheme, compared to one in 2016/17.

4. Off-payroll engagements

As part of the 'Review of Tax Arrangements of Public Sector Appointees' published by the Chief Secretary to

the Treasury on 23 May 2012, departments and their ALBs publish information in relation to the number of off-payroll engagements. As at 31 March 2018, there have been no instances of non-tax compliant off-payroll engagements, the same as 2016/17. Further details of off-payroll engagements can be found in the MoJ Annual Report and Accounts 2017/18.

5. Spend on consultancy

Expenditure on consultancy in 2017/18 was £99k, compared to £626k in 2016/17.

6. 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 took place in June 2016 in which the Parole Board achieved a bronze accreditation. An Employee Engagement Group (EEG) meets monthly to champion and oversee the implementation of action plans designed to improve employee engagement in partnership with senior management. We now have a dedicated resource to support learning and development activities to help improve individual and organisational performance.

The EEG, in collaboration with the SMT, once again took charge of the planning and running of an all staff development day held in September 2017 with speakers on the theme of our 50th anniversary. This event facilitated staff working with each other to engage and build relationships and plan for the year ahead.

7. Member and employee involvement

Members have undertaken a record amount of casework as well as participated in many other roles in the organisation as trainers, facilitators, mentors, and committee members during 2017/18. A total of nine members achieved chair accreditation and two have achieved accreditation as duty members. 23 training events delivered across the year were well attended, covering subjects such as managing deferrals and adjournments, refresher training, MCA training, awareness training on offenders with personality disorders and offenders with learning difficulties, practice observation and mentoring skills. 289 peer quality assessments were completed, supported by four

quality assessor workshops. Four members sit on the Review Committee and four members undertake the serious further offence reviews for it. Five members sit on the Standards Committee. Members have helped to shape the organisational strategy and contributed to major projects such as the recruitment and training of new members; and have also participated in initiatives such as the member victims' focus group and the member led group that is reviewing the Parole Board's approach to risk (RADAR)

This year we achieved a 76% participation with the annual staff survey. This highlighted areas where attention and improvement would help maintain staff engagement within the organisation. These results shaped much of the work of the EEG. The EEG group has been working collaboratively with the SMT to improve engagement through identified actions from the staff engagement survey, all of which will support the Parole Board in delivering against objective 5.4 of its strategic objectives:

Improve the level of staff and member engagement to at least that of comparable organisations by strengthening recruitment, retention, development and consultation processes.

We have continued to improve internal dialogue, including regular all staff briefings where staff have the opportunity to hear about developments, question or raise matters, and share ideas. The intranet has news items and a blog area for all staff to contribute to. The chief executive continued to have regular open door sessions and we implemented our second people plan, an initiative targeted at ensuring we have the right resources in the right places, and to progress recruitment of a series of existing and new posts.

8. Sickness absence data

The average number of working days lost (AWDL) due to sickness for staff at the Parole Board was 4.9 for 2017/18. It was 5.0 for the nine month period April to December 2016, data was unavailable for the final quarter of 2016/17 as we switched systems.

The Parole Board's wellbeing strategy continues to support managers to address the primary causes of sickness absence. Throughout 2017/18 we have encouraged early intervention and promoted wellbeing support options to all employees to encourage a preventative approach to reducing sickness absence.

This approach is consistent with the wider Civil Service strategy. Reducing AWDL continues to be a priority for all leaders at the Parole Board. Progress is monitored regularly by the SMT.

9. 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. It provides guaranteed interviews to candidates who qualify under the requirements of the Equality Act 2010 who meet the criteria for jobs in the secretariat.

The appointment of members is the responsibility of the Secretary of State. Parole Board members are 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 Parole Board 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 2018:

- The MC was made up of ten members, five female and five male.
- The Parole Board had only one member of staff at Senior Civil Servant (SCS) level, who sits on the MC and is therefore included above.
- The Parole Board employed 117 permanent members of staff (112.7 FTE) 72 females (69 FTE) and 45 males (43.7 FTE).

There were 238 current Parole Board members on 31 March, of which 50 were members who commenced their tenure in July 2017. Of the 238, 129 were female and 109 males.

10. Health and safety

The Parole Board is committed to maintaining the standards required by the Health and Safety at Work Act 1974 and other United Kingdom and European regulations to the health and safety of its members and staff. The Parole Board has a health and safety group that meets quarterly.

c. Parliamentary Accountability and Audit Report

i. Audited Losses and Special Payments

Amounts relating to compensation claims are a result of judicial reviews and do not include legal costs.

Movements in 2017/18				
	Number	2018 £'000	Number	2017 £'000
Compensation payments to prisoners	483	455	578	938
Extra-contractual payment	1	9	1	43
Constructive loss	–	–	1	472
Total	484	464	580	1,453

ii. Audited Remote Contingent Liabilities

In addition to contingent liabilities reported within the meaning of IAS 37, the Parole Board discloses, for Parliamentary reporting and accountability purposes, contingent liabilities where the likelihood of a transfer of economic benefit is remote.

There are no remote contingent liabilities at 31 March 2018.



Martin Jones
Chief Executive and Accounting Officer
16 July 2018

d. Certificate and report of the Comptroller and Auditor General to the Houses of Parliament

Opinion on financial statements

I certify that I have audited the financial statements of the Parole Board for the year ended 31 March 2018 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, including the significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Accountability Report that is described in that report as having been audited.

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 2018 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 regularity

In my opinion, in all material respects the income and expenditure 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.

Basis of opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate. Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2016. I am independent of the Parole Board in accordance with the ethical requirements that are relevant to my audit and the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Criminal Justice Act 2003.

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. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK and Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK and Ireland), I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Parole Board's internal control.

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Parole Board's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Other Information

The Accounting Officer are responsible for the other information. The other information comprises information included in the Annual report, other than the parts of the Accountability Report described in that report as having been audited, the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Opinion on other matters

In my opinion:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Secretary of State directions made under the Criminal Justice Act 2003;
- 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 Accountability Report 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.

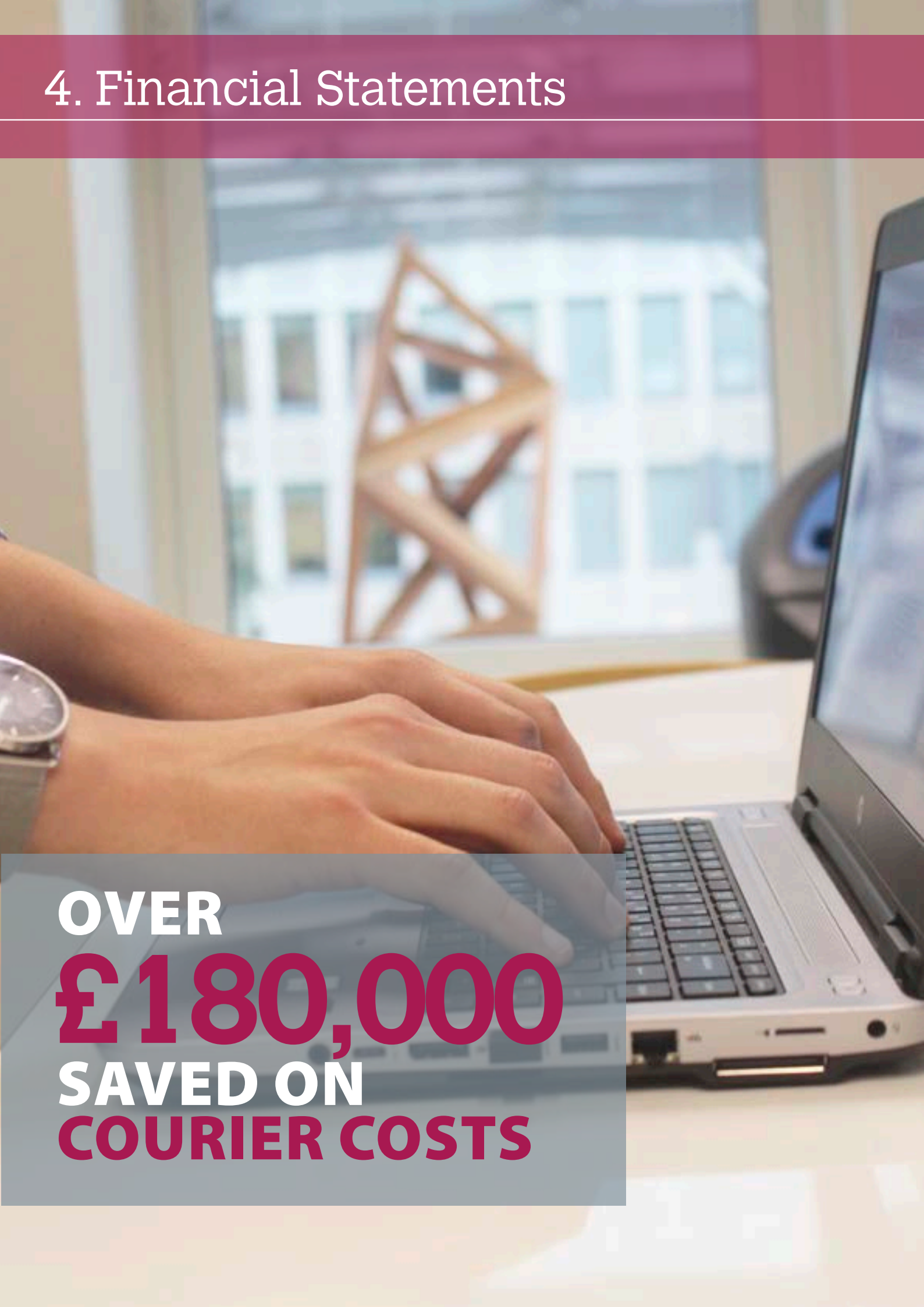
Report

I have no observations to make on these financial statements.

Sir Amyas C E Morse
Comptroller and Auditor General
17 July 2018

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

4. Financial Statements

A close-up photograph of a person's hands typing on a silver laptop keyboard. The person is wearing a watch on their left wrist. The background is a blurred office environment with a window and a wooden chair.

OVER
£180,000
SAVED ON
COURIER COSTS

Statement of Comprehensive Net Expenditure

for the year ended 31 March 2018

	Notes	2017/18 £'000	2016/17 Restated £'000
Expenditure			
Staff and member costs	2	13,644	12,052
Other operating costs	3	4,610	6,574
Net loss on disposal of assets	3	–	8
Net expenditure for the year		18,254	18,634
Other Comprehensive Net Expenditure			
Net (gain)/loss on revaluation of:			
Property, plant and equipment	4	(8)	(31)
Intangible assets	5	–	(160)
Total Comprehensive net expenditure		18,246	18,443

The notes on pages 68 to 77 form part of these accounts.

Statement of Financial Position

as at 31 March 2018

	Notes	2018 £'000	2017 Restated £'000
NON-CURRENT ASSETS			
Property, plant & equipment	4	1,151	281
Intangible assets	5	162	333
Total non-current assets		1,313	614
CURRENT ASSETS			
Trade and other receivables	6	186	30
Cash at bank	7	1,236	250
Total current assets		1,422	280
TOTAL ASSETS		2,735	894
CURRENT LIABILITIES			
Trade & other payables	8	(4,149)	(3,088)
Provisions	9	(206)	(780)
Total current liabilities		(4,355)	(3,868)
Total assets less total liabilities		(1,620)	(2,974)
TAXPAYERS' EQUITY:			
General Fund		(1,633)	(3,010)
Revaluation Reserve		13	36
Total Equity		(1,620)	(2,974)

The notes on pages 68 to 77 form part of these accounts.

Martin Jones

Martin Jones
Chief Executive and Accounting Officer
16 July 2018

Statement of Cash Flows

for the year ended 31 March 2018

	Notes	2017/18 £'000	2016/17 Restated £'000
Cash flows from operating activities			
Net expenditure for the year		(18,254)	(18,634)
Adjustments for non-cash transactions:			
– MoJ overhead recharges	3	1,335	1,438
– Costs incurred by the Board but settled by MoJ	3	–	–
– Depreciation, amortisation and write offs	3	224	854
– Provisions provided in the year (net of releases)	9	(100)	780
Increase/decrease in trade and other receivables	6	(156)	67
Increase in trade and other payables	8	1,061	1,523
Movements in payables not passing through SoCNE		164	(463)
Utilisation of provisions	9	(474)	(343)
Net cash outflow from operating activities		(16,200)	(14,778)
Cash flows from investing activities			
Purchase of property, plant & equipment	4	(915)	(263)
Purchase of intangible assets	5	(164)	(159)
Net cash outflow from investing activities		(1,079)	(422)
Cash flows from financing activities			
Grant-in-aid received from MoJ		18,265	15,385
Capital grant received		–	–
Net financing		18,265	15,385
Net increase/(decrease) in cash and cash equivalents in the year		986	185
Cash and cash equivalents at the beginning of the year		250	65
Cash and cash equivalents at the end of the period	7	1,236	250

The notes on pages 68 to 77 form part of these accounts.

Statement of Changes in Taxpayers' Equity

for the year ended 31 March 2018

	General Fund £'000	Revaluation Reserve £'000	Total £'000
Balance at 31 March 2016	(1,354)	–	(1,354)
Changes in taxpayers' equity – 2016/17 Restated			
Net expenditure for the year	(18,634)	–	(18,634)
Grant-in-aid towards expenditure	15,385	–	15,385
Grant-in-aid received, being soft recharge of overheads	1,438	–	1,438
Revaluation of property, plant and equipment	–	31	31
Revaluation of intangible assets	–	160	160
Transfers between reserves	155	(155)	–
Balance at 31 March 2017	(3,010)	36	(2,974)
Changes in taxpayers' equity – 2017/18			
Net expenditure for the year	(18,254)	–	(18,254)
Grant-in-aid towards expenditure	18,265	–	18,265
Grant-in-aid received, being soft recharge of overheads	1,335	–	1,335
Revaluation of property, plant and equipment	–	8	8
Transfers between reserves	31	(31)	–
Balance at 31 March 2018	(1,633)	13	(1,620)

The notes on pages 68 to 77 form part of these accounts.

Notes to the Accounts

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 2017/18 *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.

These accounts are prepared on a going concern basis. The Parole Board is an executive Non-Departmental Public Body whose activities are principally financed by the MoJ. There are currently no proposals that would change the Parole Board's status as a going concern.

These accounts have been prepared on an accruals basis under the historical cost convention, as modified to account for the revaluation of non-current assets where material.

b) Changes in Accounting Policy and disclosures, and accounting standards issued but not adopted

There have been no new or amended standards adopted in the period ended 31 March 2018.

IFRS 9: Financial Instruments, IFRS 15: Revenue from contracts with customers and IFRS 16: Leases are not yet effective for public sector reporting.

IFRS 9: Financial Instruments (replacing IAS 39) aims to simplify financial instrument accounting and more

closely align accounting and practices with how instruments are used in the business. The standard is effective from 2018/19 but is not expected to have a material impact on the Parole Board's financial statements as no complex financial instruments are held.

IFRS 15: Revenue from contracts with customers aims to replace a significant amount of existing guidance and reduce inconsistencies by setting a new principles-based Standard. The standard is effective from 2018/19 but is not expected to have a material impact on the Parole Board's financial statements as there are no materially significant income streams.

IFRS 16: Leases will change the way the Parole Board recognises, measures, presents and discloses leases that it holds. The standard provides a single lessee accounting model, requiring lessees to recognise assets and liabilities for all leases unless the lease term is short term (less than 12 months) or the underlying asset has a low value. The standard is effective from 2019/20 but is not expected to have a material impact on the Parole Board's financial statements unless significant new leases are entered into.

c) 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 Fund when received. Grant-in-aid credited to reserves includes costs met by other parts of government.

d) 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.

e) Other costs met by the MoJ

The MoJ provides the Board with accommodation, facilities management and corporate services. 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.

f) 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. Where significant purchases of individual assets which are separately below the capitalisation threshold arise in connection with a single project, they are treated as a grouped asset. The capitalisation threshold for grouped assets is £5,000.

Subsequent to initial recognition, assets are recorded at fair value, or depreciated replacement cost as a proxy for fair value. All assets are revalued annually using the Producer Price Index (PPI) issued by the Office of National Statistics (ONS). The policy is to revalue at the year-end through indexation.

g) 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, was amortised over five years
- Furniture & fittings: depreciation is provided on a straight-line basis, at rates calculated to write off the purchase costs over five years

h) Assets under construction & development costs

Assets under construction are valued at historic cost within Property, Plant and Equipment, and Intangibles. The assets are not subject to depreciation until completed, when the carrying value is transferred to the respective asset category. Expenditure is capitalised where it is directly attributable to bringing an asset into working condition, such as external consultant costs, relevant employee costs and an appropriate portion of relevant overheads.

i) 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.

j) 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 recognises contributions payable to the schemes as an expense in the year in which it is incurred. There is a separate scheme statement for the PCSPS and CSOPS as a whole.

k) 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.

l) 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.

m) Contingent liabilities

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

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

n) 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.

o) Key Judgements & Estimations

In preparing these accounts, management have made certain key judgements and estimations which have a material impact on the financial position presented.

The calculation of the provision for compensation costs is estimated based on data and assumptions made about the likelihood of claims. More detail on the calculation of the provision is set out in Note 9.

2. Staff And Member Costs

	2017/18 £'000	2016/17 £'000
Permanent staff		
Salaries and wages, including overtime	3,447	3,282
Pension contributions	596	555
Social security costs	358	328
	4,401	4,165
Seconded Staff	48	4
Agency staff	325	111
Parole Board Members' Fees		
Fees	7,993	7,020
Social security costs	877	752
	8,870	7,772
Total	13,644	12,052

Staff costs above include costs of those disclosed in the Remuneration Report. All other staff details and an explanation of the Parole Board's structure are contained within the Accountability Report. The Parole Board do not have any costs associated to employees who were relevant unions officials during 2017/18.

3. Other Operating Costs

	2017/18 £'000	2016/17 Restated £'000
Legal and compensation costs	1,162	1,209
Travel and subsistence – Members	868	768
Travel and subsistence – Staff	31	39
Casework Management System running costs	7	431
Stationery and printing	177	276
Information technology costs	783	210
Members' training	51	62
Staff training	74	45
Audit fees – internal audit	33	30
Audit fees – external audit (NAO)	50	22
Operating leases	34	16
Professional fees	99	626
Shared service & other costs	257	119
Non-cash items:		
– Provision expense	(575)	437
– Depreciation and amortisation	224	374
– Impairment of Intangible Assets	–	472
– Net loss on disposal of Property, plant and equipment	–	8
Costs met by the Parole Board	3,275	5,144
Costs incurred by the Parole Board but settled by the MoJ: (Non- cash costs)		
Accommodation and other common services	1,335	1,438
Total Other operating costs	4,610	6,582

4. Property, Plant & Equipment

Movements in 2017/18				
	Furniture £000	IT hardware £000	Assets under construction £000	Total £000
Cost or valuation				
At 1 April 2017	1	555	1	557
Additions	–	914	1	915
Disposals	–	–	–	–
Revaluations	–	15	–	15
Reclassifications	–	2	(2)	–
At 31 March 2018	1	1,486	–	1,487
Depreciation				
At 1 April 2017	1	275	–	276
Charged in year	–	53	–	53
Disposals	–	–	–	–
Revaluations	–	7	–	7
At 31 March 2018	1	335	–	336
Carrying value at 31 March 2018	–	1,151	–	1,151
Carrying value at 31 March 2017	–	280	1	281

Movements in 2016/17				
	Furniture £000	IT hardware £000	Assets under construction £000	Total £000
Cost or valuation				
At 1 April 2016	1	340	–	341
Additions	–	262	1	263
Disposals	–	(100)	–	(100)
Revaluations	–	53	–	53
At 31 March 2017	1	555	1	557
Depreciation				
At 1 April 2016	1	275	–	276
Charged in year	–	70	–	70
Disposals	–	(92)	–	(92)
Revaluations	–	22	–	22
At 31 March 2017	1	275	–	276
Carrying value at 31 March 2017	–	280	1	281
Carrying value at 31 March 2016	–	65	–	65

5. Intangible Assets

Movements in 2017/18				
	IT Software £000	Casework Management System £000	Development Costs £000	Total £000
Cost or valuation				
At 1 April 2017	150	1,586	148	1,884
Additions	–	–	–	–
Disposals	–	–	–	–
Impairments	–	–	–	–
Revaluations	3	32	–	35
At 31 March 2018	153	1,618	148	1,919
Amortisation				
At 1 April 2017	138	1,413	–	1,551
Charged in year	7	164	–	171
Disposals	–	–	–	–
Revaluations	3	32	–	35
At 31 March 2018	148	1,609	–	1,757
Carrying value at 31 March 2018	5	9	148	162
Carrying value at 31 March 2017	12	173	148	333

* The Cash Flow statement includes payment of prior year accrued additions.

Movements in 2016/17				
	IT Software £000	Casework Management System £000	Development costs £000	Total £000
Cost or valuation				
At 1 April 2016	128	1,332	–	1,460
Additions	2	–	620	622
Disposals	(3)	–	–	(3)
Impairments	–	–	(472)	(472)
Revaluations	23	254	–	277
At 31 March 2017	150	1,586	148	1,884
Amortisation				
At 1 April 2016	108	1,025	–	1,133
Charged in year	22	282	–	304
Disposals	(3)	–	–	(3)
Revaluations	11	106	–	117
At 31 March 2017	138	1,413	–	1,551
Carrying value at 31 March 2017	12	173	148	333
Carrying value at 31 March 2016	20	307	–	327

6. Trade And Other Receivables

Amounts falling due within one year

	31 March 2018 £'000	31 March 2017 £'000
Staff receivables	12	28
Other government receivables	65	2
Other Receivables	109	–
Total	186	30

7. Cash At Bank

Amounts falling due within one year

	31 March 2018 £'000	31 March 2017 £'000
Balance at 1 April	250	65
Net change in cash and cash equivalent balances	986	185
Balance at 31 March	1,236	250
Total cash held at Government Banking Service	1,236	250

8. Trade And Other Payables

Amounts falling due within one year

	31 March 2018 £'000	31 March 2017 £'000
Tax and social security	385	353
Trade payables	780	58
Other payables	70	67
Accrued holiday pay	61	31
Accruals	1,915	1,573
Intra-department payables	938	1,006
Total	4,149	3,088

9. Provisions For Liabilities And Charges

	£'000
Balance at 31 March 2017 (Restated)	780
Provided in the year	206
Provisions utilised in the year	(474)
Provisions not required written back	(306)
Balance at 31 March 2018	206

The provision relates to claims from prisoners for compensation in relation to delays in parole hearings. The provision covers the number of cases outstanding at the 31 March 2018 for which a claim may be eligible, adjusted for the proportion of claims that are received based on recent performance data.

The figures represent the best estimate of the amount payable based on recent trends for success rates and average amounts payable. Legal claims which may succeed but are less likely to do so or cannot be estimated reliably are disclosed as Contingent liabilities in Note 13.

In accordance with IAS 37 the following areas of uncertainty are noted in relation to the Compensation provision. The following are key assumptions that affect the valuation of the Compensation provision:

- a. The proportion of eligible claimants from whom it is probable a claim will be received
- b. The proportion of claims that are successful
- c. The average amount of compensation paid per claim

All provisions are short term as there is a limit of twelve months from the date of hearing to claim.

As an indication of the sensitivity of the estimation of the liability:

- 10% increase in each of the three assumptions would, taken together, increase the value of the provision by £68k to £274k
- A 10% decrease in each of the three assumptions would, taken together, decrease the value of the provision by £56k to £150k

10. RELATED PARTY TRANSACTIONS

The Parole Board is a non-departmental public body sponsored by the MoJ. The MoJ is regarded as a related party with which the Parole Board has had various material transactions during the year.

The Home Office and HM Prison & Probation Service provided IT and telecommunications support during the year. In addition, the Parole Board has had material transactions with HM Revenue and Customs.

No board members or senior executives of the Parole Board undertook any activities that gave rise to related party transactions during the 2017/18 year.

11. Commitments Under Leases

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

	31 March 2018 £'000	31 March 2017 £'000
Payments due within one year	16	16
Payments due within 2–5 years	28	10
Total	44	26

There were no commitments falling due after five years.

12. Financial Instruments

The Parole Board has no borrowings and relies on grant-in-aid from the MoJ for its cash requirements, and is therefore not exposed to significant credit, liquidity, currency or market risk. Receivable balances relate primarily to amounts owed by other parts of the public sector and hence credit risk is low.

13. Contingent Liabilities

The Board discloses contingent liabilities where it determines that there is a chance that it may be required to make an economic outflow as a result of a current obligation arising from a past event, but that at the year end this outflow is only possible rather than probable.

A provision has been made for the level of compensation claims and legal costs that it is estimated the Parole Board is likely to have to settle.

In addition to this there are potential claims that are deemed less likely to proceed, but which nevertheless may materialise. The outflow were these claims to be successful is estimated at £841k.

14. Prior Period Adjustment

In calculating the balance on the compensation provision for 2017/18 (explained in Note 9 above), it emerged that there had been two issues in the calculation of the provision in the prior year that, taken together, require a restatement of the position at the end of 2016/17.

The first item relates to an adjustment used in the estimation of the proportion of outstanding cases at the year-end who are likely to make a claim against the Parole Board. The interpretation of casework data in 2016/17 resulted in an overestimation of the provision in respect of how many claims may be received.

The second item arose because in calculating the 2017/18 provision, a reduction was applied to reflect the expected success rate of claims against the Parole Board. The Parole Board has decided that this factor could reasonably have been applied in the 2016/17 calculation as well and would have contributed to a more robust estimate.

It should be noted, however, that this factor was not in itself material in 2016/17 – this element of the calculation became much more relevant during 2017/18 because of a significant underlying improvement in the proportion of claims that are successfully defended by the Parole Board. This improvement is a consequence of the underlying improvement of operational performance leading to lower overall spending on compensation and lower value of claims awarded.

These issues do not affect the opening balance as at 1 April 2016, so only figures at the 31 March 2017 need to be amended.

These adjustments have the following impact on the figures at 31 March 2017:

Statement of Financial Position

Current Liabilities – Provisions	2017 £'000
Balance as previously disclosed	1,389
Prior Period Adjustment	(609)
Restated amount	780
Taxpayer's Equity – General Fund	2017 £'000
Balance as previously disclosed	(3,619)
Prior Period Adjustment	609
Restated amount	(3,010)

Statement of Comprehensive Net Expenditure

Provision Expense	2017 £'000
Provision expenditure as previously disclosed	1,046
Prior Period Adjustment	(609)
Restated Position	437

Statement of Cash Flows

Non-cash movements: Provisions provided in year (net of releases)	2017 £'000
Movement as previously disclosed	1,389
Prior Period Adjustment	(609)
Restated Position	780

15. Events After The Reporting Period

In accordance with the requirements of IAS 10 'Events after the reporting period', events are considered up to the date on which the financial statements are authorised for issue, which is interpreted as the date of the certificate and report of the Comptroller and Auditor General.

There are no events after the reporting period which require disclosure.

5. Membership

of the Parole Board between 1 April 2017 and 31 March 2018



14 **NEW**
PANEL CHAIRS
TRAINED

Professor Nick Hardwick

Former Parole Board Chair
Appointed 2016, Resigned 2018
Professor of Criminal Justice at 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 (2013–2010).

His Honour Judge John Saunders

Judicial Member (Vice Chair)
Appointed 2016
Parole Board Vice-Chair from November 2016. Retired High Court Judge, retired October 2016. Formerly a presiding Judge of the South Eastern Circuit. Formerly Recorder of Birmingham.

Cedric Pierce JP

Independent Member (Vice Chair)
Appointed 2005
Parole Board Vice-Chair from October 2015. Retired Railwayman. Previously Director of South Eastern Trains (Holdings) Ltd (2003–2006), and Director, BRB (Residuary) Ltd 2002–2013.

Lindsay Addyman JP

Independent Member
Appointed 2012
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 Licensing Committee for ACCA.

Sarfraz Ahmad

Independent Member
Appointed 2017
Solicitor (practising). Magistrates Court Duty Solicitor. Over 13 years' experience in Criminal defence work and Prison Law.

Shazia Ahmed

Independent Member
Appointed 2016
Barrister. Current role as Financial Ombudsman. Crown Court Advocate for CPS. Senior Crown Prosecutor. Visiting tutor at the University of Law.

Fiona Ainsworth

Psychologist Member
Appointed 2017
Consultant Forensic Psychologist, registered with the BPS and HCPC. She has twenty years' experience assessing and rehabilitating adult male offenders. Her expertise is in dealing with issues such as sexual violence, sexual interest in children, domestic abuse, personality disorder, psychopathy and intellectual functioning. She currently works in private practice.

Sally Allbeury

Independent Member
Appointed 2017
Most recently an Ombudsman at the Financial Ombudsman Service. Previously a 20 year career in the Home Office, mainly in Border Force, latterly as Assistant Director of the National Command Centre.

His Honour Judge Anthony Ansell

Judicial Member
Appointed 2016
Retired Circuit Judge (1995–2016). Deputy High Court Judge (Family Division) (2009–2016). Appeal Tribunal (2002–2008) Member of the Sentencing Advisory Committee (2005–2010).

Simon Ash QPM

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

Pamela Attwell, BSc (Hons), MA, C Psychol

Psychologist Member
Appointed 2017
BPS Chartered & HCPC-registered Consultant Clinical Psychologist (NHS and prison settings). Specialised in working with offenders with personality disorders. Previously Clinical and Strategic Lead, Pathways Service (PIPE) HMP Swaleside and PERS HMP Standford Hill. Now working privately providing risk assessment to the Family Court, training and consultancy.

Nicola Auguste

Independent member

Appointed 2017

A probation background working as a main grade officer and as a VQ assessor for those training to become probation officers. Provides training and coaching to probation staff. Also worked as an Assistant Inspector with Her Majesty's Inspectorate of Probation.

Pamela Badley

Judicial Member

Appointed 2016

Retired Circuit Judge (2001–2016) with extensive experience of criminal cases, ticketed for murder and serious sexual offences.

Dr John Baird MD, FRCPsych

Psychiatrist Member

Appointed 2008

Retired Consultant Forensic Psychiatrist, Glasgow. Former Consultant Forensic Psychiatrist, State Hospital, Carstairs.

Dawn Baker MA, DipSW

Independent Member

Appointed 2012

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

Elina Baker BA (Hons), PgDip, Clin. Psy. D

Psychologist member

Appointed 2017

HCPC registered clinical psychologist. Previously employed as principal clinical psychologist in Devon regional secure mental health services, in-patient and community complex psychosis pathway and prison in-reach mental health.

Pamela Baldwin

Independent Member

Appointed 2010

Criminal Law Solicitor.

Richard Baldwin

Independent Member

Appointed 2009

Former Chief Officer, Hertfordshire Probation. Chair, IMB, Wakefield Prison. Chairs selection panels for Judicial Appointments Commission and member of the Audit Committee for West Yorkshire Police, and Police and Crime Commissioner.

Claire Barker C. Psychol, AFPBPsS

Psychologist Member

Appointed 2017

BPS Chartered and HCPC-registered Forensic Psychologist with over 10 years' experience working with adult male violent and sexual offenders within Secure Psychiatric Services. Former experience of delivering and treatment managing programmes for HM Prison Service and of 4 years in private practice completing risk assessments as commissioned by NOMS.

Katy Barrow

Independent Member

Appointed 2016

Solicitor, 10 years' experience in Criminal and Prosecution Law. Also a Consultant Solicitor to a technology company.

His Honour Judge Anthony Bate

Judicial Member

Appointed 2010

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. Member of the Parole Board Review Committee since 2016.

Jacqueline Bates-Gaston PhD, BA(Hons), MSc. MSc. MBACP. C.Psychol. AFPBPsS

Psychologist Member

Appointed 2011

Chartered and Registered Forensic Psychologist. Senior Lecturer in Psychology at the University of Ulster. 1991–2015 Chief Psychologist and Head of Psychology and Interventions with the Northern Island Prison Service. Former Honorary Professor in Applied Psychology at Herriot Watt University, Edinburgh. Currently a Partner with the Health and Care Professions Council.

His Honour Judge Martin Beddoe

Judicial Member

Appointed 2010

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).

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

Psychologist Member

Appointed 2011

Previously Consultant Forensic Psychologist, Bermuda Department of Corrections. SLAM & Oxleas NHS PD pathways Senior Psychologist, medium & low security and outpatient services. Head of Psychology Department, Partnerships in Care mental health services. Deputy Head of Psychology, HMP Pentonville. Mental Health Co-Ordinator, MSF Zimbabwe (Doctors without Borders). EMDR practitioner.

Kerrie Bell

Independent Member

Appointed 2012

Barrister. Worked for the Crown Prosecution Service in London, Kent and the North East.

Geraldine Berg OBE JP

Independent Member

Appointed 2012

Independent Complaint Reviewer for public bodies; NED Tenancy Deposit Scheme; Former Chair Administrative Justice Forum; Former Chair SE London Probation Service; Former Chair Ravensbourne NHS Trust; Fellow of the Chartered Institute of Arbitrators; Solicitor (non-practising).

Dr Luke Birmingham MD MRDPsych

Psychiatrist Member

Appointed 2016

Consultant Forensic Psychiatrist, Southern Health NHS Foundation Trust.

Dr Dawn Black MSc, MD, FRCPsych

Psychiatrist Member

Appointed 2006

Consultant Psychiatrist, Medical Member, Mental Health Review Tribunal.

Linda Blud

Psychologist Member

Appointed 2017

Chartered and Registered Forensic Psychologist. Parole Board Member 2004–2012; re-appointed in 2017. Serves as a Parole Commissioner in Northern Ireland. Previous member of MOJ Correctional Services Accreditation & Advisory Panel (2008–2016); Scottish Government Accreditation Panel (2006–2010);

Principal Psychologist at HMP's Offending Behaviour Programmes Unit (1995–2001). Own forensic psychology service since 2001.

Nigel Bonson MA (Exon)

Independent Member

Appointed 2005

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. Since 2013, also a Specialist Member of the Mental Health Review Tribunal.

His Honour Judge Robert Brown

Judicial Member

Appointed 2008

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.

His Honour Judge David Bryant

Judicial Member

Appointed 2007, Resigned 2018

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

Graham Bull

Independent Member

Appointed 2006

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

Daniel Bunting

Independent Member

Appointed 2016

Barrister. Specialist in Criminal and Immigration Law. Member of the Bar Standards Board Professional Conduct Committee.

His Honour Judge Jeffrey Burke BA, QC

Judicial Member

Appointed 2008

Retired Circuit Judge. Former Judge for Employment Appeals Tribunal. Legal Member, Mental Health Review Tribunal.

His Honour Judge Michael Burr

Judicial Member

Appointed 2010

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

Joanna Cain

Independent Member

Appointed 2017

15 years' experience as NPS Probation Officer (London/Dorset); including a PPCS secondment as Public Protection Advocate attending PB hearings with victims/as SoS Representative. Community programmes team management, (Hampshire) and Sex Worker Risk Assessment Conference (SWRAC) Manager for Bournemouth Local Authority specialising in sexual violence, vulnerable victims, trafficking and prostitution.

Sir David Calvert-Smith

Judicial Member

Appointed 2017

Barrister/QC 1969–2004. Director of Public Prosecutions 1998–2003. High Court Judge 2004–2012. Chairman Parole Board 2012–2016.

Paul Cavadino

Independent Member

Appointed 2010

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

Dr Robert Cawley, BEd (Hons), MA (Ed), NPQH, PhD.

Independent Member

Appointed 2016

After a career in education and management spanning 22 years, Rob now has a portfolio of roles and responsibilities in educational leadership, regulation and standards, criminal justice, universities, and in the charitable sector.

Joanne Chambers

Independent Member

Appointed 2016

Formerly a solicitor specialising in criminal law (1996–2016). Currently, fee paid Tribunal Judge (Social Entitlement Chamber).

His Honour Judge Roger Chapple

Judicial Member

Appointed 2016

Retired Senior Circuit Judge. Assistant Judge Advocate General 1995–2004, when appointed to the circuit bench. Resident Judge, Middlesex Guildhall Crown Court (2005–2007). Resident Judge, Inner London Crown Court and a Senior Judge of the Sovereign Base Areas Court (2007–2016).

Dr Derek Chiswick MB, ChB, MPhil, FRCPsych

Psychiatrist Member

Appointed 2006

Retired Consultant Forensic Psychiatrist formerly at Royal Edinburgh Hospital. Former member of Home Office Advisory Board on Restricted Patients. Member Mental Health Tribunal Scotland.

Jane Christian BA (Hons), MPH

Independent Member

Appointed 2009

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

Ian Clewlow BA (Hons), MSW

Independent Member

Appointed 2007

Probation Service Senior Manager. Deputy Chief Executive of Devon and Cornwall Probation Trust until 2015. Certified Member of the Institute of Directors (IoD) from 2013.

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

Psychologist Member

Appointed 2007, Tenure ended 2017

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.

His Honour Nick Coleman

Judicial Member

Appointed 2017

Retired Circuit Judge (1998 – 2015). Former Judicial Member of the Parole Board (2004–2014). Judicial Member of the Restricted Patients Panel, Mental Health Review Tribunal.

Peter Coltman BA (Hons), MA

Independent Member

Appointed 2010

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.

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

Independent Member

Appointed 2005

Specialist in consumer and regulatory affairs.

Independent specialist policy adviser to Government in energy and environmental affairs. Independent consumer 'champion' for customers of Yorkshire Water. Former Chair, Consumer Council for Water (Northern region/member of Board) from 2005–2015. Former member of Board of Legal Complaints Service, investigating complaints against solicitors.

Rachel Cook

Independent Member

Appointed 2017

Rachel is a solicitor and previously specialised within family law; children in care and adoption. Rachel is now a consultant solicitor, an independent chair of two Local Authority Adoption Panels and an independent chair for the Health and Care Professions Tribunal Service.

Dr Rosemarie Cope MB, ChB, FRC Psych

Psychiatrist Member

Appointed 2010

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

His Honour Judge Graham Cottle

Judicial Member

Appointed 2010

Circuit Judge (1993 to date). He has re-joined the Parole Board membership.

Michelle Coulson LLB (Hons) LLM (Hons)

Independent Member

Appointed 2016

Practising solicitor with 14 years' experience in criminal defence and prison law.

Dr Paul Courtney MRC Psych

Psychiatrist Member

Appointed 2006

Consultant Psychiatrist, Hampshire Partnership NHS Trust.

His Honour Judge Gareth Cowling

Judicial Member

Appointed 2007

Retired Circuit Judge. Circuit Judge at Portsmouth Crown Court (2004–2009).

Amy Coyte

Independent Member

Appointed 2017

Career in wildlife conservation. Former: Chair of Wildlife and Countryside Link, Director of the BBC Wildlife Fund, Chief Executive of the Bat Conservation Trust, Director of Communications for the Wildfowl and Wetlands Trust. Currently Trustee of the Gloucestershire Wildlife Trust advising on the Building with Nature Benchmark and Community Engagement.

Michael Crewe

Independent Member

Appointed 2010

Magistrate. Financial Ombudsman. Member of Medical Practitioners Tribunal Service Fitness to Practise Panel.

Geoff Crowe BSc (Hons), MSc

Independent Member

Appointed 2010

Former Police Officer with experience in the area of Multi-Agency Public Protection. Employee Member of the Employment Tribunal.

Dr Andrew Dale BA (Hons) MA PhD.

Independent Member

Appointed 2012

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.

Dr Sue Dale

Independent Member

Appointed 2007, Reappointed 2017

Member of the Upper Tribunal, Tax and Chancery Chamber. Member of the First-tier Tribunal, General Regulatory Chamber. Magistrate, Central London Local Justice Area.

Dr Lynne Daly MA MB BChir FRCPsych

Psychiatrist Member

Appointed 2008

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

Malcolm Davidson BA (Hons), BSc, MSc

Independent Member

Appointed 2005, Reappointed 2017

Probation Officer, National Offender Management Service. Mental Health Tribunal Lay Specialist Member.

Angharad Davies

Independent Member

Appointed 2017

Barrister, specialising in Chancery work (called 2000).

Sue Davies

Independent Member

Appointed 2005

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

Emma Davy

Independent Member

Appointed 2017, Resigned 2018

His Honour Judge Stephen Dawson

Judicial Member

Appointed 2016

Formerly a Solicitor. Sat as a Stipendiary Magistrate in London (1999–2010). Appointed Circuit Judge 2010. Sitting at Snaresbrook Crown Court in London.

Victoria Doughty

Independent Member

Appointed 2010

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.

Roland Doven MBE JP

Independent Member

Appointed 2012

Independent member of the Parole Board 1997–2006. Magistrate 1990–2010 (now on the supplemental list).

Jo Dowling

Independent Member

Appointed 2016

Former Probation Officer and Assistant Inspector with Her Majesty's Inspectorate of Probation.

His Honour Judge John Dowse

Judicial Member

Appointed 2016

Barrister 1973–2001 at 9 St John Street, Manchester. Assistant Recorder 1990. Recorder 1994. Circuit Judge 2001–2016 Hull Combined Court Centre. Designated Family Judge for Humberside 2007–2016. Deputy Circuit Judge 2016 to present with Family and Serious Sex tickets.

Jacki Duff

Independent Member

Appointed 2016

Called to the Bar in 1997. Member of the First-Tier Social Security Tribunal. Associate Lecturer for the Open University.

Margaret Dunne

Independent Member

Appointed 2010

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. Founder member and chair of South Beds Women's Aid for 7 years.

Robert Edmondson-Jones MBE

Independent Member

Appointed 2016

Former Army Officer; IT & Business Consultant and Senior Civil Servant. Previously an Independent Committee Member of NHS Bedfordshire Community Health Services. Currently, Chair of HMP Leeds IMB and a Benevolence Visitor for the Royal British Legion.

Sir Stewart Eldon KCMG, OBE

Independent Member

Appointed 2010

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

Annalise Elliot BA (Hons), MSc.

Independent Member

Appointed 2010

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

Christopher Emerson

Independent Member

Appointed 2012

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

Hedd Emrys-Vine

Independent Member

Appointed 2016

Solicitor (non-practising). Former Senior Legal Counsel at Citigroup. Previously At Freshfields Bruckhaus Deringer and Morgan Cole (partner). Tribunal Disability Member – Social Entitlement Chamber. Charity Trustee.

Melanie Essex

Independent Member

Appointed 2016

Former Executive Editor in BBC News (1988–2012). Vice-Chair of Board of Trustees and Chair of Policy Committee, Freedom from Torture.

Joanna Evans

Independent Member

Appointed 2009

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

His Honour Judge John Evans

Judicial Member

Appointed 2016

Retired Circuit Judge at Newcastle upon Tyne (2005–2015).

Kim Evans

Independent Member

Appointed 2006

Chair, Clean Break Theatre Company; an organisation that works with women offenders. Previously worked as a senior executive at BBC and Arts Council England.

Rick Evans

Psychologist Member

Appointed 2005

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.

His Honour Judge Roderick Evans

Judicial Member

Appointed 2012

Barrister 1970–1992, Circuit Judge (1993–2001), High Court Judge (2001–2013).

Simon Evans LLB

Independent Member

Appointed 2007

Solicitor. Deputy Traffic Commissioner for the North West of England. Former Area Director HMCTS.

Stefan Fafinski LLB, MA (Cantab), PhD

Independent Member

Appointed 2017

Early career in technology industry. Co-author of several legal texts and former University lecturer specialising in cybercrime and intellectual property law. Consultant in cybercrime law and practice, forensic computing and criminal justice. Trustee of various Charities. Founder Governor Hammersmith Academy. Master of IT City Livery Company (2017–18).

Victoria Farmer

Independent Member

Appointed 2016

Solicitor specialising in criminal law; former Compliance officer (Legal Practice). Chair on Medical Practitioner Tribunal Service. Legally Qualified Chair of Police Misconduct Hearings in South East.

Abby Fenton C Psychol

Psychologist Member

Appointed 2016

HCPC Registered Forensic Psychologist and BPS Chartered Psychologist. Clinical experience includes HM Prison Service and forensic mental health services (public and private sectors). Former Government Social Researcher at the Ministry of Justice. Currently practising in NHS.

Kay Fielding

Independent Member

Appointed 2012

Probation officer, field/courts prisons management background; specialist in domestic abuse; child protection; educationally disabled; violent & sexual offenders. Previously NOMs ACO, Head of Probation Advisory Team & Post Release Policy – 2008 Criminal Justice Act, agreed Secretary of State releases; PB Quality Unit (2010–12); & lead in terrorist case license conditions agreement. PB & Probation training facilitator. Single Member, IPP, & Lifer Chair.

Sue Finn

Independent Member

Appointed 2010

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

Sian Flynn BA (SS) Hons

Independent Member

Appointed 2005, Reappointed 2017

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

His Honour Judge Paul Focke QC

Judicial Member

Appointed 2007, Tenure ended 2017

Former Senior Circuit Judge at Central Criminal Court.

Michael Fox

Independent Member

Appointed 2010

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

Paul French

Independent Member

Appointed 2017

Multi-faceted roles and experience within secure mental health settings: Independent Mental Health Advocate (2004–13), Specialist Member: Mental Health Review Tribunal (2012 – present), Mental Health Act Manager (2016 – present).

Chris Fry

Independent Member

Appointed 2017

Thirty years operational experience in the Probation Service as a Probation Officer and in Probation management; including ten years working in Accredited Programmes and specialising in working with domestic violence perpetrators.

Lucy Gampell OBE

Independent Member

Appointed 2009

Current President of Children of Prisoners' Europe (European NGO); Former Director Action for prisoners' families (1993–2008)

Paulene Gandhi

Independent Member

Appointed 2016

Formerly a Barrister (1995–2013). Currently a fee paid tribunal judge in the first tier Social Security and Child Support Tribunal, Immigration and Asylum Tribunal, and Tax Tribunal.

Philip Geering

Independent Member

Appointed 2012

Barrister. Previously Director Policy Crown Prosecution Service and Director Strategy & Communications, Independent Police Complaints Commission. Chair Professional Regulatory and Disciplinary Bodies.

Jane Gilbert

Psychologist Member

Appointed 2016

HCPC-registered and Chartered Clinical Psychologist with applied experience working in the NHS, private sector and Government.

His Honour Judge Alan Goldsack QC, DL

Judicial Member

Appointed 2009

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.

Kevin Green

Independent Member

Appointed 2010

Former Senior Police Officer with experience As UK National Drugs Coordinator for the Association of Chief Police Officers; leading major Crime investigations and working with Her Majesty's Inspectorate of Constabulary.

Anthony Greenland MA JP

Independent Member

Appointed 2005

Magistrate. Visiting professor at Middlesex University; Department of Health representative on Advisory Council on the Misuse of Drugs. Former policy adviser and Consultant; Director of Strategy for high-secure psychiatric hospitals; UK Representative on the management board of the European Union's Drug Misuse Monitoring Centre. Previous trustee of NCH Action for Children of the Foundation for People with Learning Disabilities and the Mental Health Foundation.

Ronno Griffiths

Independent Member

Appointed 2009

Tribunal Member, Medical Practitioners Tribunal Service; Board member and Trustee professional arts organisations (safeguarding lead) involved in community development, mental health and addictions; former peer reviewer Healthcare Inspectorate Wales; independent trainer, researcher, policy and practice adviser: substance use and sexual abuse fields.

His Honour Judge Peter Grobel

Judicial Member

Appointed 2016

Retired Circuit Judge, Inner London Crown Court (2001–2014). Practising Barrister at Common Law Bar for 30 years. Retired part-time Chairman Special Educational Needs Tribunal. Retired legal advisor Toynbee Hall Legal Advice Centre.

James Haines MBE

Independent Member

Appointed 2006

Former College Principal. Research Consultant, International Centre for Prison Studies. Former Chairman, IMB, HMP Wymott.

Dr Roisin Hall C.Psychol, FBPsS

Psychologist Member

Appointed 2010

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).

His Honour Judge Simon Hammond

Judicial Member

Appointed 2016

Retired Circuit Judge. Solicitor (1967–1999). Assistant Recorder (1986–1990). Recorder (1990–1993). Circuit Judge (1993–2016). Ticketed to try attempt murder, serious sexual offences. Judicial Studies Board Equal Treatment Advisory Committee (2006–2010). Diversity and Community Relations Judge for Leicester (2002–2016).

Mary Handley

Independent Member

Appointed 2012

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

Alan Harris

Independent Member

Appointed 2006, Reappointed 2017

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

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

Psychologist Member

Appointed 2012

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

His Honour Judge John Harrow

Judicial Member

Appointed 2016

Solicitor (1969–1996). Tribunal Judge (1996–2003). Circuit Judge (2003–2016).

Peter Haynes

Independent Member

Appointed 2006

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.

Kirsten Hearn

Independent Member

Appointed 2012

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.

His Honour Judge Rod Henderson

Judicial Member

Appointed 2010

Circuit Judge (2009–to date). Barrister (1978–2009).

Andrew Henwood

Independent Member

Appointed 2012

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.

Glyn Hibberd

Independent Member

Appointed 2009

Former lecturer. Now freelance Education and Research Consultant, with particular interest in young offenders and young people in/or previously in care.

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

Psychologist Member

Appointed 2011

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.

Philip Hindson

Judicial Member

Appointed 2017

Solicitor-Advocate Criminal defence and Prosecution (Non-Practising).

Tribunal Judge, Mental Health Tribunal, Immigration and Asylum Chamber and Social Security and Child Support Tribunal (retired).

Gill Hirst BA (Hons), MA, CQSW

Independent Member

Appointed 2017

Ended 35 year career in probation services in 2015 as Deputy Chief Executive, Essex Community Rehabilitation Company. Fellow of the Probation Institute. Consultant (diversity specialist) with EW Group since 2016.

John Holt

Independent Member

Appointed 2010

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

His Honour Judge Stephen Holt

Judicial Member

Appointed 2010

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

Jo Homewood CPsychol, MSc, BA, AFBPsS

Psychologist Member

Appointed 2008

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

His Honour Judge Mark Horton

Judicial Member

Appointed 2010

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.

Jane Horwood QPM

Independent Member

Appointed 2010

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.

Phillip Hughes

Independent Member

Appointed 2009

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

Claire Hunt

Psychologist Member

Appointed 2011

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.

Rebecca Hunt BA (Hons), MA Social Work

Independent Member

Appointed 2010

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

Dr Mike Isweran

Psychiatrist Member

Appointed 2010

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

Pat Johnson

Independent Member

Appointed 2007

Former Assistant Chief Officer, National Probation Service, Warwickshire Area.

His Honour Judge Geoffrey Kamil CBE

Judicial Member

Appointed 2010

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

Her Honour Judge Louise Kamill

Judicial Member

Appointed 2010

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

Mary Kane

Independent Member

Appointed 2007

Solicitor. Fee paid Tribunal Judge, Health and Social Care chamber, Tribunal Service, (Mental Health); Legal Chair, GMC; Honorary Senior Lecturer in the UCL Faculty of Laws; facilitator and trainer, UCL Judicial Institute; facilitator, Judicial College Training; appraiser/ mentor, Mental Health Tribunal; Family mediator.

Chitra Karve

Independent Member

Appointed 2010

Solicitor. Vice Chair of the Disciplinary Committee of the Royal College of Veterinary Surgeons, Legally Qualified Chair, Medical Practitioners Tribunal Service. Former Director of Member Development and Practice at the Parole Board.

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

Psychiatrist Member

Appointed 2008

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

Sarah Khan

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

Martin King

Independent Member
Appointed 2007
JP, Sussex Bench (1989–2014); now on supplemental list.

Mark Lacey

Independent Member
Appointed 2010
Retired Detective Superintendent with Northamptonshire Police.

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

Psychologist Member
Appointed 2010
Senior Practitioner Lecturer at Coventry University and independent practice. Nine years in NHS low secure service & community service, managing psychology service provision to mentally and personality disordered offenders. Former MAPPA Level 3 advisor; seven years in the prison service treatment managing; national trainer for CSCP; treatment manager for cognitive skills programmes.

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

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

Lisa Lamb BSc (Hons) MSc

Independent Member
Appointed 2017
Former Civil Servant with the Crown Prosecution Service (CPS). Also worked in private sector.

Timothy Lawrence

Independent Member
Appointed 2017
Solicitor (Public Law, Immigration and Asylum and Human Rights Law litigation). Independent Legal Aid Funding & Costs Adjudicator.

Christine Lawrie

Independent Member
Appointed 2016
Chief Executive, Probation Association (2007–2011). Head of Delivery & Quality Unit, National Probation Directorate, Home Office (2005–2007). Chief Officer, Kent Probation (1999–2005). Currently an independent member of the Judicial Appointments Commission and a lay member of the Lord Chancellor's Advisory Sub-Committee, North Hampshire.

His Honour Michael Lawson QC

Judicial Member
Appointed 2017
Retired Circuit Judge (2004–2016); Barrister 1969–2004; Recorder 1983–2004; Judge MHRT, Restricted Panel, to 2016. Leader South Eastern Circuit 1997–2000; Head of Chambers 1994–2001; Bar Council 1994–2000.

Heidi Leavesley

Independent Member
Appointed 2009
Barrister. Justice of the Peace since 2003.

Dr Sharon K. C. Leicht

Psychologist Member
Appointed 2011
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 17 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.

Susan Lewis MBA, BA (Hons), DipSW

Independent Member

Appointed 2010

Senior Manager, housing care and support services (2005–2010). Probation Service, London (1980–2004). Assistant Chief Probation Officer London (1990–2004).

Robin Lipscombe JP

Independent Member

Appointed 2012

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 (2010–2012).

His Honour Judge Shaun Lyons CBE

Judicial Member

Appointed 2010

Service in the Royal Navy (1961–1992). Called to the Bar 1975. Retired Senior Circuit Judge (2015). Judge Wood Green (1995–2015). Deputy Chairman and Chairman to Lord Chancellors Middlesex. Advisory Committee for Magistrates (1994–2006).

Dr Victoria Magrath BSc (Hons), ClinPsyD

Psychologist Member

Appointed 2016

HPCP Registered Clinical Psychologist. Principal Clinical Psychologist in Acute Psychiatric Services, East London NHS Trust.

Rob Mandley MSc, MA

Independent Member

Appointed 2007 (Tenure ended Sept 2017)

Former Chief Officer, Staffordshire Probation Area.

Lindy Maslin

Psychologist Member

Appointed 2017

Chartered and Registered Forensic Psychologist. Previous NOMS roles include: Head of Psychology at HMP The Mount; Head of Psychology for the London Prisons; Principal Psychologist working with extremist offenders; National Head of Interventions for Violent Offenders. Alongside Parole Board work, also a cognitive-behavioural and couples therapist.

Bill Mayne

Independent Member

Appointed 2007, Reappointed 2017

Non-practising solicitor. Former partner, Leigh Day & Co, London.

Bryan McAlley QGJM, BSc (Hons), CQSW

Independent Member

Appointed 2010

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).

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

Independent member

Appointed 2009

Medical Practitioners' Tribunal Service Interim Orders Tribunal member; Lay Assessor for NHS National Clinical Assessment Service. Former NED and Chair at Buckinghamshire Healthcare NHS Trust, and former management and communications consultant.

Siobhan McBride

Independent Member

Appointed 2017

Financial Ombudsman. Former Senior Probation Officer and Policy Adviser in Offender Management Strategy Unit at Ministry of Justice.

Fran McGrath

Independent Member

Appointed 2017

Experienced Probation Officer with a wide variety of experience including substance misuse, Courts, PPO and MAPPA offenders. Moved from a Child exploitation SPOC role last year to that of lead for tackling serious and organised crime for CRC in Merseyside, embedding 'Integrated Offender Management' practices post Transforming Rehabilitation split.

Tim McInerney

Psychiatrist Member

Appointed 2017

Consultant Forensic Psychiatrist & clinical lead since 2007 at Bethlem Royal Hospital. Wide medical-legal experience; provided over 400 expert psychiatric reports to multiple legal avenues. Lectures forensic issues to medical students & legal staff. Fellow and Honorary Bencher of Gray's Inn. Visiting psychiatrist to the Falkland Islands for 16 years. Consultant Forensic Psychiatrist at Broadmoor Hospital 1999–2007.

Stephanie McIntosh

Independent Member

Appointed 2013

Full time member. Director of Member Development and Practice.

His Honour Judge Bruce McIntyre

Judicial Member

Appointed 2010

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).

Robert McKeon

Independent Member

Appointed 2012

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

Professor Mary McMurrin PhD

Psychologist Member

Appointed 2016

Fellow of the British Psychological Society and Chartered Forensic and Clinical Psychologist. Registered Clinical and Forensic Psychologist with the Health Care Professions Council. Professor Emeritus at the University of Nottingham and Visiting Professor at Cardiff Metropolitan University.

Melanie Millar BA (Hons), MSc, MSW JP

Independent Member

Appointed 2007

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

Tom Millest

Independent Member

Appointed 2010

Former Chief Inspector in the Metropolitan Police Service, with specialist experience in public order, police reform legislation, and corporate IT Projects. Harkness Fellow of Commonwealth Fund of New York (1994–1995).

His Honour Judge Clive Million

Judicial Member

Appointed 2010

Retired Circuit Judge (2009–2016). Recorder (1995–2009). District Judge of Principal Registry Family Division, High Court (1993–2009). Barrister (1975–1993).

Dr Rebecca Milner, PhD, C.Psychol., AFBPS

Psychologist Member

Appointed 2016

BPS Chartered and HCPC Registered Forensic Psychologist. Consultant Forensic Psychologist.

Andrew Mimmack

Independent Member

Appointed 2006

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

Clare Mitchell

Independent Member

Appointed 2005, Reappointed 2017

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

His Honour Judge Tony Mitchell

Judicial Member

Appointed 2010

Retired Circuit Judge.

Elaine Moloney

Independent Member

Appointed 2016

Solicitor (admitted 1993), specialist in Prison Law. Assistant Coroner (2004–to date), Greater Manchester North.

Anne Molyneux

Judicial Member

Appointed 2010

Circuit Judge and designated community relations and diversity Judge at the Central Criminal Court. 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).

Caryl Morgan MBBS, MRCPsych, MRCGP, DCH, PGDL/CPE.

Psychiatrist Member
Appointed 2007, Reappointed 2016
Retired Consultant Psychiatrist in Forensic Learning Disabilities.

Wendy Morgan BSc (Hons), MSc, CPsychol, AFBPS

Psychologist Member
Appointed 2016
Forensic Psychologist and Senior Lecturer at Glasgow Caledonian University.

Lorraine Mosson-Jones

Psychologist Member
Appointed 2011
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.

Michael Mulvany

Independent Member
Appointed 2005, Tenure ended 2017
Circuit judge, retired (1994–2010). Legal member of the MHRT Restricted Patients' Panel since 2009.

Steve Murphy CBE

Independent Member
Appointed 2010
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).

Dr Sajid Muzaffar MBBS, LL.M, MRCPsych

Specialist Member
Appointed 2017
Consultant Forensic psychiatrist with special interest in substance use and criminal Justice Liaison. MAPPA lead for Birmingham and Solihull Mental Health NHS Foundation Trust. Provides expert psychiatric opinions to criminal courts.

David Mylan BSc, LL.M

Judicial Member
Appointed 2009
Solicitor (non-practising).

Celeste Myrie

Independent Member
Appointed 2009
Probation, Health & Care Professions Council lay panel member.

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

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

Glyn Oldfield

Independent Member
Appointed 2005
Professional Conduct Consultant. Former Police Superintendent and Head of Staffordshire Police Operations Division.

Dr Brendan O'Mahony CPsychol, CSci, AFBPS

Psychologist Member
Appointed 2016
HCPC Registered Forensic Psychologist and Chartered Psychologist. Visiting Fellow at the Institute of Criminal Justice Studies, University of Portsmouth. Registered Intermediary at the Ministry of Justice. Committee Member of the British Psychological Society's Expert Witness Advisory Group. HCPC Partner for Fitness to Practise Panels.

Lynn O'Malley

Independent Member
Appointed 2017
Solicitor, Tribunal Judge and Chair of General Dental Council Fitness to Practice Panel.

His Honour Richard O'Rorke

Judicial Member
Appointed 2010
Circuit Judge, retired (1994–2010). Legal member of MHRT Restricted Patients Panel (2009–2014).

His Honour Judge Tudor Owen

Judicial Member

Appointed 2010.

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).

Assistant Recorder (1991); Recorder (1994).

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

Psychiatrist Member

Appointed 2010

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

Douglas Paxton BA QPM

Independent Member

Appointed 2016

Served as a Police Officer in Suffolk, West Midlands and Staffordshire Police; retired in November 2015 as Chief Constable of Suffolk. Member of the Lord Chancellor's Advisory Committee (Suffolk) and an assessor for the Judicial Appointments Commission.

Libby Payne

Psychologist Member

Appointed 2017

HCPC Registered and BPS Chartered Forensic Psychologist. Senior Lecturer in Forensic Psychology at Cardiff Metropolitan University. Specialist member of the Criminal Injuries Compensation Tribunal (First Tier Tribunal). Formerly Senior Forensic Psychologist within private and public prisons and secure independent hospitals.

Alison Pearson

Independent Member

Appointed 2016

Operations Director at Royal Mail (2009–2014). Member IMB HMP YOI Wetherby (2015–2017). Non-Executive Director Rotherham, Doncaster, and South Humber NHS Foundation Trust (2014 to date). Chair Mental Health Act Hospital Managers' Reviews (2015 to date). Vice Chair Two Ridings Community Foundation (2015 to date).

Steve Pepper MA, BA (Hons)

Independent Member

Appointed 2010

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 complaints.

Jenny Portway

Independent Member

Appointed 2010

Previously Senior Prosecutor with CPS and Senior Policy Advisor in relation to victim and witness care. Currently Commissioner with the Criminal Cases Review Commission; Lay Associate Member, Fitness to Practise Tribunal, Medical Practitioners Tribunal Service; Specialist Member, Criminal Injuries Compensation Appeals Tribunal and Lay Member, Police Misconduct Panels.

Bernard Postles QPM, BSc (Hons)

Independent Member

Appointed 2010

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.

Caroline Preston CPsychol CSci AFBPsS

Psychologist Member

Appointed 2011

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.

Helen Potts BA Hons (Durham)/LLM (Cardiff)

Independent Member

Appointed 2017

Solicitor (non-practising). Current Chair/ Lay Member of the Fitness to Practise Panel of: the Nursing and Midwifery Council, the General Chiropractic Council, and Social Care Wales. Lay Member of the Investigating Committee of the General Medical Council.

Sue Power MSt (Cantab)

Probation Member

Appointed 2010

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. Recently undertaken research into Parole Board decision-making.

Wendy Poynton BA (Hons), MA, CQSW, MSc

Independent Member

Appointed 2016

Former career as a Probation Officer/Senior Probation Officer. Head of Youth Offending Service, Assistant Director (Children's and Adults' Social Care), Vice-Chair Safeguarding Children's Board and Safeguarding Adults' Board.

Margaret Prythergch BA (Hons), M.Phil

Independent Member

Appointed 2016

Former Civil Servant at Cabinet Office & Department for Culture, Media, and Sport. Assessor, Trainer, and Quality Assurance Coordinator for the Civil Service Fast Stream Programme & assessor for the Financial Conduct Authority. Panel Member of the Judicial Appointments Commission. Member of the West London Advisory Committee on Justices of the Peace.

Emma Pusill BA (Hons)

Independent Member

Appointed 2006

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

Elizabeth Rantzen

Independent Member

Appointed 2016

Trustee, Prison Reform Trust. Non-Executive Director, West London Mental Health Trust and Moat Housing. Former Director J Paul Getty Junior Charitable Trust (2007–2015) and 2 Temple Gardens (Barristers Chambers, 1999–2004) and former lay member Employment Tribunal (2005–2016).

Alan Rayner BSc, MBA, JP

Independent Member

Appointed 2006

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.

Colin Reeve, JP

Independent Member

Appointed 2010

Formerly a Civil Servant for more than 20 years. Served as a Magistrate for more than 25 years.

His Honour Judge Philip Richards

Judicial Member

Appointed 2010

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

His Honour Judge Jeremy Roberts QC

Judicial Member

Appointed 2010

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

Jon Roberts MA, BSc ECON

Independent Member

Appointed 2007

Judge of Court of Protection and First-tier Tribunal Judge (Social Entitlement Chamber). Solicitor (non-practising).

His Honour Judge Patrick Edward Robertshaw

Judicial Member

Appointed 2010

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

Jennifer Rogers

Independent Member

Appointed 2010

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

Rachel Roper

Psychologist Member

Appointed 2017

HCPC Registered, Chartered Forensic Psychologist and affiliate member of the BPS. Currently practising independently as a Consultant Psychologist. Formerly Head of Psychology HMP Edinburgh and Principal Psychologist for the Scottish Prison Service. Current Lead Assessor for the BPS Forensic Psychology Qualification. Accredited Assessor with the Risk Management Authority in Scotland.

Sally Rowen LLB (Hons), MSc

Independent Member

Appointed 2010

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.

Dr Georgina Rowse BSc (hons). DClinPsy.

Psychologist Member

Appointed 2017

HCPC Registered Clinical Psychologist and Senior Lecturer in Clinical Psychology at The University of Sheffield. Previously Consultant Clinical Psychologist and Service Development Lead for Personality Disorder Services, and Senior Clinical Psychologist in Early Intervention for Psychosis services in Sheffield Health and Social Care NHS Foundation Trust.

His Honour Judge John Rubery

Judicial Member

Appointed 2010

Retired Circuit Judge. County Court and District Registrar, District Judge (1978–1985); Circuit Judge (1985–2010); Designated Civil Judge (1999–2010); Judge at St Helena Court of Appeal Falkland Islands; British Indian Ocean Territory; Part time Chairman Immigration. Appeal Tribunal and Part time Chairman Mental Health Tribunal [now retired from both Tribunals]; Solicitor (1963–1978).

His Honour Judge Anthony Rumbelow

Judicial Member

Appointed 2010

B.A. Cambridge 1966, called to the Bar 1967, Queen's Counsel 1990, Circuit Judge in Manchester and Lancashire 2012 (mainly sexual crime and family work), Senior Family Judge for Northamptonshire. Member Parole Board since 2010, chair and winger. Part-time

chair of Medical Appeal Tribunals for 20 years and of Mental Health Tribunal for 15 years.

Jayne Salt

Independent Member

Appointed 2017

Solicitor, previously worked in private practice and for the Crown Prosecution Service, West Midlands. Legal chair, legal assessor and panel member on professional regulatory and disciplinary bodies; Deputy Traffic Commissioner for the North West; General Pharmaceutical Council member.

Deep Sagar

Independent Member

Appointed 2007, Tenure ended 2017

Non-Executive Director/Management Consultant. Ex-chair of Hertfordshire Probation and of NOMS' South West Reducing Re-offending Partnership. Present Chair of the Audit and Assurance board of the National Police Chiefs' Council.

Karol Sanderson

Independent Member

Appointed 2016

Previously Director of Enforcement in Insolvency Service (Department of Business), specialising in investigation of company failure; Former Member of Greater Manchester Police Authority (2011–2012); Currently Member of Judicial Conduct Panel and Vice Chair of Lancashire Police Audit & Ethics Committee.

Lisa Sanderson

Independent Member

Appointed 2016

Barrister (non-practising). Practised as a Commercial Barrister. Also worked in corporate finance.

Kate Seward

Psychologist Member

Appointed 2011

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.

Victoria Scott

Independent Member
Appointed 2016
Family Bench Magistrate and Family Mediator.
Previously worked in the UK Parliament for UNICEF, RADAR, and the All Party Disablement Group.

Mrs Sajda Shah

Independent Member
Appointed 2012, Resigned 2017
Serving Magistrate on the North East London Bench; Community Tutor to Year 1 medical students at Queen Mary University; Lay Examiner of the MRCOG medical qualification exam; Women's Network Board Member of the Royal College of Gynaecologists and Obstetricians and Programme Manager for Waltham Forest Active Communities programme.

Dr Shubhinder Shergill MBBS, BSc (Hons), MRC Psych

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

Alex Simmonds

Independent Member
Appointed 2016
Criminal Barrister, Crown Court Recorder (Crime), Deputy District Judge (Magistrates Court), First Tier Tribunal Judge in the Social Entitlement Chamber, and Immigration and Asylum Chamber.

Alice Sims MA (Cantab).

Independent member
Appointed 2017
Barrister specialising in construction law. Tribunal Judge in the Social Entitlement Chamber. Legally Qualified Chair of Police Misconduct Hearings.

Rebecca Sims

Independent Member
Appointed 2017
Former Probation Officer. Experience of working with violent and sexual offenders within community and custodial settings. Seconded for 7 years to a specialist Therapeutic Community.

His Honour Judge Edward Slinger

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

Alyson Smith

Psychologist Member
Appointed 2017

Dr Claire Smith

Psychologist Member
Appointed 2017
HCPC Registered Clinical Psychologist, working with offenders in hospital, Court and prison environments since 2000.

Robert Smith

Independent Member
Appointed 2017
Barrister and former solicitor. Current practice involves heavyweight criminal cases including homicide, serious sexual offences, serious violence and large scale drugs offences. CPS advocate panel member.

Susan Smith

Independent Member
Appointed 2005, Reappointed 2017
Former journalist and communications director. Independent complaints investigator, Social Care.

Aikta-Reena Solanki

Independent Member
Appointed 2012
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.

His Honour Judge Leslie Spittle

Judicial Member
Appointed 2010
Retired Circuit Judge (1996 to 2010). Barrister (1970–1996). Senior Lecturer in Law, Economics, and Accountancy (1965–1970).

His Honour Judge Martin Stephens QC

Judicial Member

Appointed 2010, Resigned 2018

Senior Circuit Judge at Old Bailey (1999 to date). Judicial Studies Board, Course Director (1997–2001), Circuit judge (1986). Recorder (1979–1986). Was a Parole Board member from 1995–2001. Retired as a judge in March 2012.

Dr Huw Stone

Psychiatrist Member

Appointed 2016

Part-time Consultant Forensic Psychiatrist, Surrey Community Forensic Service. Chair of the Royal College of Psychiatrists' Patient Safety Expert Reference Group and the Independent Clinical Advisor to the National Oversight Group for High Secure Mental Health Services.

Nigel Stone

Independent Member

Appointed 2010

Former University Teacher in Criminology and Criminal Justice. A former probation officer. Has been involved with parole work since 1997.

Helena Suffield-Thompson

Independent Member

Appointed 2016

Criminal Law Solicitor (1994–2013). Social Entitlement Judge (2013–to date). Immigration Judge (2014–present to date).

Jennie Sugden

Independent Member

Appointed 2010

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

Carol Swaffer LLB

Independent Member

Appointed 2005

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

Kay Taylor

Independent Member

Appointed 2017

Called as a barrister in 1998, initially developed a criminal practice before joining the Government Legal Service in 2004, where she is now employed as a Deputy Legal Director.

Kay Terry BSc MSc

Independent Member

Appointed 2010

Former Social Policy Researcher and Academic Author, University of Bath. Former Victim Support and Witness Service Consultant. Former Board Member, Wiltshire Probation Service. Parole Board Independent Member 2002–2009.

Ilana Tessler

Independent Member

Appointed 2005, Reappointed 2017

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

Julia Thackray

Independent Member

Appointed 2017

Family mediator. Family law solicitor (non-practising) specialising in financial settlements on divorce and children work. Trainer in continuing professional development for lawyers and legal author.

Jo Thompson

Independent Member

Appointed 2010

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).

Rose Thompson MA, LL.M, LPC, RGN

Independent Member

Appointed 2010

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.

Jane Thomson MAEd, BEd (Hons), ChMCIPD

Independent Member

Appointed 2012

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.

Carol Trimmer

Independent Member

Appointed 2017

Former solicitor (1979–1993), Barrister (1993–2018) specialising in child protection work. Independent training provider for Health and Children's Services.

Helen Trinder

Psychologist Member

Appointed 2010

Chartered Psychologist and Forensic Psychologist. 12 years' experience in HM Prison Service working at Littlehey, Wellingborough, and Woodhill prisons. Associate lecturer at the University of Northampton.

Sue Vivian-Byrne

Psychologist Member

Appointed 2003, Reappointed 2016

Registered Clinical and Forensic Psychologist and Systemic Psychotherapist. Independent Consultant providing reports for criminal and childcare proceedings. Former head of the South Wales Forensic Psychology service for 14 years. Experience of working in Private Secure Mental Health services and providing consultation to the Probation Service Personality Disorder Pathway.

Adrian Walker-Smith

Independent Member

Appointed 2007, Tenure ended 2017

Former Director at the Office of Fair Trading and Department of Trade and Industry.

Aruna Walsh BA (Hons) and Diploma in Marketing.

Independent Member

Appointed 2009

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

Bill Warren MBE

Independent Member

Appointed 2016

Former Army Officer, retiring in the rank of Brigadier, having commanded the Military Police Brigade as Provost Marshal (Army) when he was responsible for independent and effective investigations and safe and secure custody in support of the Service Justice System, and Defence's Subject Matter Expert in Operational Detention.

Philip Wassall

Judicial Member

Appointed 2017

Philip Wassall, Parole Board Judicial Member 2008–2012 and 2017 onwards. Solicitor 1979–1994; Stipendiary Magistrate for Devonshire 1994–2001; Judicial Studies Board – Course Director, Course Tutor 1996–2016; Circuit Judge 2004–2017.

David Watson

Independent Member

Appointed 2012

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.

Sarah Wells

Independent Member

Appointed 2016

Solicitor (non-practising), practised as a Civil and Commercial Solicitor before joining the Civil Service in 1997 (HM Revenue and Customs, Treasury and Cabinet Office). Joint Chair of Governors of inner London secondary school.

Jeremy Weston QC

Independent Member
Appointed 2016
Barrister (Queen's Counsel) practising in Family Law. Head of Chambers, St. Ives Chambers, Birmingham (2015–to date). Queen's Counsel Member of the BTAS (Bar Tribunals and Adjudication Service) Disciplinary Pool.

Alan Whiffin

Independent Member
Appointed 2010
Formerly Chief Probation Officer, Bucks and Oxfordshire.

Denise White

Independent Member
Appointed 2006
Retired Chief Executive of Derbyshire Probation Trust December 2011.

His Honour Judge Graham White

Judicial Member
Appointed 2010
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.

Bernadette Wilkinson

Independent Member
Appointed 2012
Former Probation Officer in the West Midlands.
Independent trainer and consultant in Criminal Justice.

Cassie Williams

Independent Member
Appointed 2016
Barrister, called to the Bar in 2002. Particular specialism in Fire Safety Law. Member of Examinations team for the Bar Standards Board with roles as an external examiner and Civil Litigation paper scrutiniser. Appointed by the Secretary of State for Education to Chair employer panel for Legal T level Qualification.

Pat Williamson

Independent Member
Appointed 2005, Resigned 2017
Former HR Director in Local Government. Member CIPD.

Sarah Wilson

Independent Member
Appointed 2005
Trustee, NCPCC. Former Lecturer, University of Leeds. Former Independent member, West Yorkshire Police Authority. Former Non-Executive Director, Leeds Hospital Trust.

His Honour Scott Wolstenholme

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



6. Glossary

APL	Association of Prison Lawyers	LASPO	Legal Aid Sentencing and Punishment of Offenders Act 2012
AWDL	Average number of Working Days Lost	LPF	Listing Prioritisation Framework
BAME	Black, Asian, and Minority Ethnic	LED	Licence Expiry Date
C&AG	Comptroller and Auditor General	MAPPA	Multi-agency public protection arrangements
CJC	Criminal Justice and Courts Act 2015	MCA	Member Case Assessment
DCR	Discretionary Conditional Release	MoJ	Ministry of Justice
DPP	Detention for Public Protection	NAO	National Audit Office
ECHR	European Convention on Human Rights	NDPB	Non-Departmental Public Body
EDAG	Equality and Diversity Advisory Group	NOMS	National Offender Management Service
EDS	Extended Determinate Sentence	NPS	National Probation Service
EEG	Employee Engagement Group	ORA	Offender Rehabilitation Act 2014
EPP	Extended Sentence for Public Protection	OASys	Offender Assessment System
ESP	Extended Sentence Prisoner	PBC	Parole Board of Canada
FOI	Freedom of Information	PED	Parole Eligibility Date
FReM	HM Treasury's Financial Reporting Manual	PPCS	Public Protection Casework Section
GPPd	Generic parole process for determinates	PPUD	Public Protection User Database
GPPi	Generic parole process for indeterminates	RADAR	Review of the Approach to Decision-making about Risk
GPS	Global Positioning System (tagging)	SDS	Standard Determinate Sentence
HMIP	Her Majesty's Inspectorate of Prisons	SED	Sentence Expiry Date
HMP	Her Majesty's Prison	SSJ	Secretary of State for Justice
HMPPS	Her Majesty's Prison and Probation Service	SOPC	Sentence of Particular Concern
IiP	Investors in People	VLO	Victim Liaison Officer
IPP	Imprisonment for Public Protection	VPS	Victim Personal Statement
JR	Judicial Review		



