

the  
Parole  
Board

working with others  
to protect the public

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



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

10 July 2013

Dear Justice Secretary

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

We have taken an innovative approach to reporting the work carried out by the Board last year, and believe that the format is more reflective of how we collaborate in partnership with other stakeholders across the parole process. We have highlighted key features that demonstrate our aim of making risk assessments that are rigorous, fair and timely while protecting the public and contributing to the rehabilitation of prisoners.

During the past year we have once again faced the challenge of a continuing rise in our caseload, with particular demand on oral hearings for indeterminate sentence prisoners. We have listed record numbers of cases across the year, and managed these within existing resources.

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

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

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

Yours sincerely



Sir David Calvert-Smith  
Chairman

## Mission Statement

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

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# About the Parole Board

## What is the Parole Board?

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

## What are the aims of the Parole Board?

The Parole Board aims to:

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

## What are the responsibilities of the Parole Board?

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

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

## Indeterminate sentence prisoners

These include life sentence prisoners (mandatory life, discretionary life and automatic life sentence prisoners and Her Majesty's Pleasure detainees) and prisoners given indeterminate sentences for public protection (IPP). The Parole Board considers whether these prisoners are safe to release into the community once they have completed their tariff (the minimum time they must spend in prison) and also whether they are safe to re-release following recall for a breach of their licence conditions (the rules which they must observe upon release). If the prisoner is not considered safe to release, the panel will advise the Secretary of State as to whether the prisoner can be safely progressed to an open prison, if not already at such an establishment.

## Determinate sentence prisoners

These include discretionary conditional release (DCR) prisoners serving more than 4 years whose offence was committed before 4 April 2005; prisoners given extended sentences for public protection (EPP) for offences committed on or after 4 April 2005; and prisoners given an extended determinate sentence (EDS) after 3 December 2012. The Parole Board directs the release of those who have completed the minimum time they must spend in prison and whom the Board has considered safe to release into the community. The Board also decides whether determinate prisoner referred by the Secretary of State following recall to prison for a breach of their licence conditions (the rules which they must observe upon release) are safe to re-release into the community.



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

The Board receives a dossier that contains reports from prison staff and probation staff (offender managers) as well as details of the prisoner's offending history. The dossier also contains a variety of formal risk assessments based on offending history, behaviour in prison, courses completed and sometimes psychological assessments. The dossier may also contain a victim impact statement or a victim personal statement.

All Parole Board reviews are considered initially by a paper panel, which may make a final decision on the papers, or refer the case to an oral hearing. The only exception to this is life sentence or IPP prisoners following recall, whose cases will almost always proceed to an oral hearing.

### Paper hearings

Parole Board members sit in panels of one, two or three to consider cases on the papers and each member contributes to them on an equal footing. Any type of suitably accredited member can sit on these panels. In some cases the paper panel will decide the outcome without the need for an oral hearing; alternatively, the panel may send the case to a full oral hearing.

### Oral hearings

These normally take place in prison and between one and three members may sit on a panel; in the case of a life sentence or IPP prisoner there will normally be 3 members. For life sentence prisoners they will be chaired by a judge, but most IPP cases will be chaired by an experienced and accredited

Parole Board independent member. Where the circumstances of the case warrant it the panel will include a psychologist or psychiatrist. The third person will normally be an independent or probation member.

In addition to the prisoner and the panel, others who may be present include the legal representative of the prisoner, together with a public protection advocate representing the Secretary of State and the victim, and witnesses such as the prisoner's offender manager and prison psychologist. The victim might also be in attendance in order to present their victim personal statement. Whilst these hearings are held in private, the panel may also allow the attendance of an observers, for example, from the probation service or legal profession, as part of professional development, providing all parties are in agreement.

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

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

# Key Statistics

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**24,417**

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

**4,628**

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

**13,437**

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

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**18%**

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

**19%**

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

**16%**

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

**244**

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



## This has of course been a year of change.

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

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

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

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

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



**Sir David Calvert-Smith**  
**Chairman**

27 June 2013



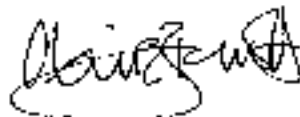
by the Generic Parole Process Board, a multi agency board which has meant that all involved, including the Public Protection Casework Section (PPCS), Probation and Ministry of Justice have all signed up to the programme. Some changes, like witness booking arrangements, have already been adopted, some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

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

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

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

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



**Claire Bassett**  
**Chief Executive and Accounting Officer**  
27 June 2013

# The Parole Journey - in partnership

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## The Parole Journey - in partnership

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

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

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

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

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

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

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

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

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

# THE PAROLE BOARD TEAM

## BUSINESS AND SUPPORT FUNCTIONS

### **The Business Development**

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

### **The Member Development and Practice Directorate**

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

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

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

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

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

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

# THE PAROLE BOARD TEAM

## OPERATIONAL FUNCTIONS

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

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

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

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

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

# THE PROGRAMMES WORK AND DEVELOPMENTS 2012/2013

## **The Stakeholder Engagement Programme**

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

## **The End to End Review Programme**

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

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

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

## **The Member Workload and Offer Programme**

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

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

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

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

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

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

# REFERRAL STAGE

## GENERAL INFORMATION:

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

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

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

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

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

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

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

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

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





## AGENCY INVOLVEMENT

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

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

## ACTIVITY/ INFORMATION

### Automated Initial Notifications

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

### Prisoner Guide to Parole

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

### Juvenile Offenders

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

**Number of referrals 2012/13:**

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

**TOTAL=18,819**

Referral Stage

Dossier Stage

Listing Stage

Paper Review Stage

Oral Review Stage

Decision Stage

Post Decision Stage



# DOSSIER STAGE

## GENERAL INFORMATION:

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

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

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

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

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





## AGENCY INVOLVEMENT

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

- Most determinate sentenced prisoners' dossiers are prepared by the prison and disclosed to the prisoner for his/her representations to be added; for all other dossiers:
- PPCS prepare the reports which form the core dossier and then send it across to prison colleagues.
- Prison staff begin to collate all the mandatory reports which will be added to the core dossier to make one final document. Each page is

numbered and added in an agreed order and standard. The Governor or a delegated authority must sign off the dossier.

- Probation start to pull together the information needed to write their reports and must submit them to the prison to ensure they are added to the dossier before it is signed off.
- At this stage the Parole Board awaits the full dossier but will be checking that they have the correct details for the prison contact, probation officers and legal representatives, and will make contact as necessary to secure this information. The prisoner is informed to submit representations within 28 days of receiving the dossier, and this is done, usually, via their legal representative.

## ACTIVITY/ INFORMATION

### Parole Board checks dossier

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

### Information on Dossier Review Project

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

### Victim involvement in parole reviews

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

Referral Stage

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# LISTING STAGE

## GENERAL INFORMATION:

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

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

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

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

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

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

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



## AGENCY INVOLVEMENT

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

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

## ACTIVITY/ INFORMATION

### Automated Case Management System – PPUD

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

### Membership

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

### Panel Composition

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

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# PAPER REVIEW STAGE

## GENERAL INFORMATION:

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

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

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

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



## AGENCY INVOLVEMENT

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

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

## ACTIVITY / INFORMATION

### Determinate Sentence Prisoner

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

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

### Indeterminate Sentence Prisoners

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

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

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

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# ORAL HEARING STAGE

## GENERAL INFORMATION:

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

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

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

### Parole Hub

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

### Video link

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

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



## AGENCY INVOLVEMENT

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

## ACTIVITY/ INFORMATION

### Member Training

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

### Oral Hearing Panels

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

### Parole Hub

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

### Witness booking for oral hearing

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

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# DECISION STAGE

## GENERAL INFORMATION:

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

### Release

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

### Transfer to Open

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

### Remain in Custody

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

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





## AGENCY INVOLVEMENT

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

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

## ACTIVITY/ INFORMATION

### The Members

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

### Recommendations - Open Conditions

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



# POST DECISION STAGE

## GENERAL INFORMATION:

### Recall

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

### Sentence Planning

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

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

### Risk Management Plan Implementation

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

### Further Reviews

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



## AGENCY INVOLVEMENT

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

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

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

## ACTIVITY/ INFORMATION

### Review Committee

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

### Joint Review Panel

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

### Transforming Rehabilitation Services

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

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

### Legal Considerations

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

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

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

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# The year ahead

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

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

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

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

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

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

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

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

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

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





# Statistics

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# Accounts

A statement of accounts for the Parole Board

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# Management Commentary

## Background and statutory framework

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

### The Parole Board:

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

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

## Principal activities

### Mission statement

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

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

- **Determinate sentence prisoners & those serving extended public protection sentences**  
reviews based on a dossier of papers presented to the Board by the Prison Service on behalf of the Secretary of State, are considered by panels of three Board members. If the panel considers that the case is suitable for an oral hearing, the case is referred to a panel of up to three Board members.
- **Life sentence prisoners, and those serving indeterminate sentences for public protection**  
reviews based on a dossier of papers presented to the Board by the Public Protection Casework Section (PCCS) on behalf of the Secretary of State. These are initially considered on paper by a single member who is experienced in such cases. If the decision of the single member is that the case is unlikely to end in release or a progressive move to open conditions this provisional decision is communicated to the prisoner who may then choose not to pursue the application any further at this time or alternatively may exercise the right to request an oral hearing. If the single member considers that the case is likely to be suitable for release, or a progressive move to open conditions, or requires an oral hearing for any other purpose, the case is referred to an oral panel of up to three Board members.
- **Determinate sentence prisoners and life sentence prisoners recalled to custody**  
The Board considers any prisoner referred by the Secretary of State following recall to custody for a breach of their parole licence conditions (the rules which they must observe upon release) as to whether they are safe to re-release into the community.



There has been an increase in on/post tariff oral hearings which reflects the continuing rise in the referrals from the Secretary of State of cases requiring oral hearings as well as the efforts made by the Board to increase the number of cases considered and reduce the backlog. This was against the background of the continuing significant rise of IPP prisoners eligible for a parole hearing. Oral hearings for pre-tariff cases has decreased and this is most likely due to the Secretary of State making use of his executive power to transfer the prisoner to open conditions without the need to seek advice from the Parole Board.

### Risk management

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

### Sickness absence data

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

### Basis for preparing the accounts

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

### Going concern

The Parole Board's future costs are expected to be met by future grant-in-aid from the Parole Board's sponsoring department, the Ministry of Justice, which has included the Board's grant-in-aid for 2013/14 in its estimates. The Board's accounts are therefore prepared on a going concern basis.

### Funding

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

The Board also received a capital asset transfer of £318,000 from another MoJ body which was credited to reserves. The Board's cash at bank as at 31 March 2013 was £887,000. All other miscellaneous receipts, if any, including interest received on the Board's bank account, are surrendered to the Ministry of Justice for payment to the Consolidated Fund.

### Financial performance

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

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



## Management Board

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

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

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

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

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

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

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

The Chairman, and all other members of the Parole Board, are appointed by the Secretary of State under the Criminal Justice Act 2003, and are therefore statutory office-holders. Most members serve on a part-time basis and are fee-paid.

The executives on the Management Board are all standing members.

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

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

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

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

## Pension scheme

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

## Investors in People

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

## Member and employee involvement

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



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

### **Equality and diversity**

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

### **Health and safety**

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

### **Sustainability development**

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

### **Claire Bassett**

**Chief Executive and Accounting Officer**

27 June 2013

The Parole Board for England and Wales

# Statement of Accounting Officer's Responsibilities

## Statement of Accounting Officer's responsibilities

Under Schedule 19 of the Criminal Justice Act 2003 the Parole Board is required to prepare a statement of accounts for each financial year in the form and on the basis directed by the Secretary of State, with the approval of the Treasury. The accounts are prepared on an accruals basis and must give a true and fair view of the Parole Board's state of affairs at the year end and of its comprehensive net expenditure and cash flows for the financial year.

In preparing the accounts the Accounting Officer is required to:

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

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

# Governance Statement

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

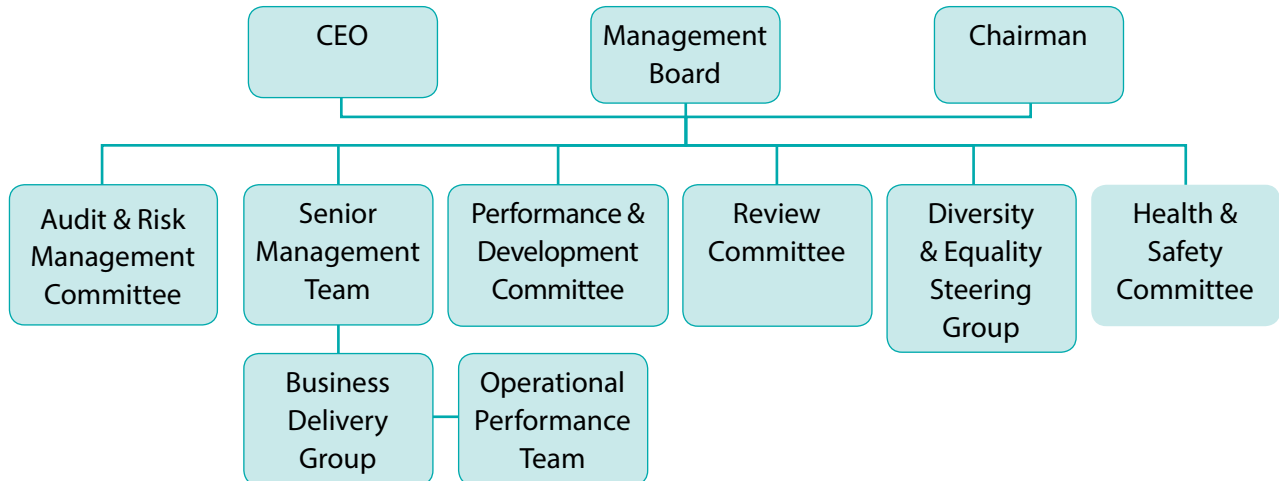
## 1. The governance framework of the organisation, including information about the Parole Board's committee structure, its attendance records, and the coverage of its work.

### Founding legislation

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

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

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



### 1.1 The Management Board

Membership of the Management Board consists of:

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

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

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

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

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

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

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

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

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

The Chairman, and all other members of the Parole Board, are appointed by the Secretary of State under the Criminal Justice Act 2003, and are therefore statutory office-holders. Most members serve on a part-time basis and are fee-paid.

The executives on the Management Board are all standing members.

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

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

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

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

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

Membership of the ARMC consists of:

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

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

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

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

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

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

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

### 1.4. Review Committee (RC)

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

### 1.5. Equality & Diversity Steering Group (EDSG)

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

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

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

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

### 1.7. Senior Management Team (SMT)

Membership of the SMT consists of:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



## 4.1. Internal Audit

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

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

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

## 4.2. National Audit Office (NAO)

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

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

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

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

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

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

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

### 5.2. Operation of the Governance framework

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

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

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

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

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

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

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

The Parole Board assesses its key risks in terms of impact and likelihood on its mission to protect the public by making risk assessments of prisoners eligible for parole review.

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

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

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

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

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

### 5.4 Ministerial Directions.

The Board received no ministerial directions during the year.

## 6. Accounting Officer's statement

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

**Claire Bassett**  
**Chief Executive and Accounting Officer**

27 June 2013

The Parole Board for England and Wales



# Remuneration Report

## Remuneration policy

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

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

Remuneration is determined as follows:

- for the Chairman, by the Secretary of State;
- the vice-chairman was a serving High Court judge until 1 October 2012 who received no remuneration from the Board until his retirement as a High Court Judge, thereafter he receives a fixed, non pensionable rate of £190 for each day he attends Parole Board meetings ;
- for the full-time members, with reference to Home Office pay scales;
- for the part-time members (including those serving on the Management Board), at a fixed and non-pensionable rate of £190 (2011-12: £190) for each day on which they attend Parole Board meetings;
- for the Chief Executive, by the Ministry of Justice on the Senior Civil Service pay scales in accordance with the recommendation of the Senior Salaries Review Body. The extent of performance-related pay due to these staff is assessed under the Ministry of Justice pay and reward framework; and

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

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

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

All staff undergo an annual appraisal which forms a basis for the performance related remuneration. The Chairman is appraised by a senior official in the Ministry of Justice under separate arrangements. Part-time members of the Board are office holders and undergo appraisal by the Board Chairman.

## Tenure Arrangements

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

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

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

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

## Service contracts

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

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

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

## Bonuses

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

### Audited Remuneration

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

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

## Pay Multiples

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid directors in their organization and the median remuneration of the organisation's workforce. The banded remuneration of the highest paid director at Parole Board in 2012/13 was £90-95k (2011/12 £75-80k). This was 3.8 times the median remuneration of the workforce (2011/12 3.2 times), which was £24,308 (2011/12 £24,093). The increase in multiple is due to the increased band for the CEO of the Board. No employees received remuneration in excess of the highest paid director (2011/12 Nil).

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

## Audited Pension Entitlement

The audited pension entitlements of the Chairman, Full-Time Members, Chief Executive, Deputy Chief Executive and Head of Corporate Affairs during 2012/13 were as follows:

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

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

The ex Chairman, Full-Time Members and the Chief Executive and Deputy Chief Executive are all full members of the Principal Civil Service Pension Scheme (PCSPS). Part-time members of the Board have no pension entitlement.

Pension benefits are provided through the Civil Service pension arrangements. From 30 July 2007, civil servants may be in one of four defined benefit schemes; either a final salary scheme (classic, premium or classic plus); or a whole of career scheme (nuvos). These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus and nuvos are increased annually in line with Pensions Increase legislation. Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 1.5% and 3.9% of pensionable earnings for classic and 3.5% and 5.9% for premium, classic plus and nuvos. Increases to employee contributions will apply from 1 April 2013. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years' initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum, classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on his/her pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of three providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

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

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

## Cash Equivalent Transfer Values

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

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

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

## Real increase in CETV

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

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

## Compensation for loss of office

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

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

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

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

I certify that I have audited the financial statements of the Parole Board for the year ended 31 March 2013 under the Criminal Justice Act 2003. These comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

## Respective responsibilities of the Accounting Officer and auditor

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

## Scope of the Audit of the Financial Statements

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

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

## Opinion on Regularity

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

## Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Parole Board's affairs as at 31 March 2013 and of its net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Criminal Justice Act 2003 and Secretary of State directions issued thereunder.

## Opinion on other matters

In my opinion:

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

## Matters on which I report by exception

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

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

## Report

I have no observations to make on these financial statements.

### **Amyas C E Morse**

Comptroller and Auditor General  
28 June 2013

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









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

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

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

## Notes to the Accounts

### 1. Statement of Accounting Policies

#### a) Accounting convention

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

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

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

#### b) Grant-in-aid

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

#### c) Legal and compensation costs settled by the Ministry of Justice

Legal and compensation costs incurred by the Board but settled by MoJ include movements in the provision for legal claims (see notes 1j and 9) in the 2011/12 financial year but not the 2012/13 financial year. This is due to a change in policy whereby the Board is responsible for settling its own legal and compensation costs from 1 April 2013 onwards. These costs are recorded in the Statement of Comprehensive Net Expenditure to report the full cost of the Board's operations and the funding for these costs is included in grant-in-aid credited to reserves.

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

The Ministry of Justice provides the Board with accommodation, the services of serving judges, and facilities management. Postage costs were provided in 2011/12 but not 2012/13. The Ministry of Justice also provides the cost of legal representation. Such services are recorded in the Statement of Comprehensive Net Expenditure to report the full cost of the Board's operations and the funding for these costs is included in grant-in-aid credited to reserves. The services are accounted for at full cost based on the services received.

#### e) Property Plant & Equipment

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

### f) Depreciation and amortisation

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

Depreciation and amortisation are calculated monthly.

### g) Operating leases

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

### h) Pension costs

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

### i) Employee benefits

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

### j) Provisions

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

### k) Contingent liabilities

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

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

### l) Value Added Tax

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

## 2. Staff and member costs

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

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

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

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

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

- c)** The pension entitlements and remuneration of the Chairman, the Full-Time Member, the Chief Executive and Senior Executives during 2012/13 are disclosed in the remuneration report.

#### **d) Pension benefits**

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

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

e) The emoluments (non-pensionable) of the highest paid part-time Board Member were £93,418 (2011/12- £101,546). Part-time members are not employees of the Board and are appointees. They are paid a fee for each service they perform for the Board.

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

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

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

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



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

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

### 3. Other operating costs

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

## 4a. Property plant &amp; Equipment

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

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

## 4b. Intangible Assets

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

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

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

## 5. Trade and other receivables

Amounts falling due within one year

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

## 6. Cash at bank

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

## 7. Trade and other payables

Amounts falling due within one year

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

## 8. Intra – Government balances

Amounts falling due within one year

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

## 9. Provisions for liabilities and charges

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

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

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

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

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

### 10) Related party transactions

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

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

### 11) Commitments under leases

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

	31 March 2013 £000	31 March 2012 £000
Payments due within one year	90	90
Payments due within 2-5 years	43	134
<b>Total</b>	<b>133</b>	<b>224</b>

There were no commitments falling due after 5 years.

### 12) Financial instruments

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

### 13) Contingent liabilities

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

Were all of these claims to crystallise, the Board's best estimate of the amount payable is £263,000 (2011/12 - £294,000). This is based on analysis of the claims received against historic trends for success rates and average amounts payable, and excludes cases of probable outflow as disclosed in note 9.

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

#### 14) Events after the reporting period

There are no significant post balance date events.

#### 15) Financial targets

There were no key financial targets for the Parole Board.

### 16. Losses and special payments

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

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

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





# Membership

of the Parole Board between  
1 April 2012 and 31 March 2013

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**Sir David Calvert-Smith**

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

**The Hon Mr Justice Neil Butterfield**

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

**Lindsay Addyman JP**

Former Assistant Prisons' Ombudsman. Member, Home Secretary's Advisory Board on Restricted Patients. Chairman, IMB, HMP Full Sutton. Part-time independent member, 1987-91. Part-time independent member 2000-10. Full-time member, 1992-98. Magistrate. (Appointed 2012)

**Dr Tunde Akinkunmi MB, LL.M, MRCPsych**

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

**Her Honour Caroline Alton**

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

**Simon Ash QPM**

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

**Dr John Baird MD, FRCPSych**

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

**Dawn Baker MA, DipSW**

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

**Pamela Baldwin**

Criminal law solicitor. (Appointed 2010)

**Richard Baldwin**

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

**His Honour Judge Christopher Ball QC**

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

**Arnold Barrow**

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

**His Honour Keith Bassingthwaite**

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

**His Honour Judge Anthony Bate**

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

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

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

**His Honour John Beashel DL**

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

**His Honour Judge Martin Beddoe**

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

**Eleni Belivanaki, BA (Hons), MSc, C. Psychol (Forensic), AFBPsS, HPC**

BPS Chartered & HPC Registered Consultant Forensic Psychologist. Previously Head of Psychology Department in Mental Health Services (independent sector), NHS, Deputy Head of Psychology in HM Prison Service and Mental Health Co-ordinator for Medecins Sans Frontieres (Doctors without Borders) in Zimbabwe. (Appointed 2011)

**Kerrie Bell**

Called to the Bar in 1986. Worked for the Crown Prosecution Service from 1988 – 2012 in London, Kent and the North East. The last 12 years were spent as a Senior District Crown Prosecutor responsible for the performance of various Units in CPS North East. (Appointed 2012)

**Geraldine Berg OBE JP**

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

**His Honour Judge Neil Bidder QC**

Called to the Bar in 1976. QC (1998). Circuit Judge, Wales Region (2004). Committee Member, Council of Circuit Judges. (Appointed 2007, left May 2012)

**His Honour Judge Peter Birts QC**

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

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

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

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

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

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

Former Senior Civil Servant at National Youth Justice Board. National safeguarding children specialist, Independent Chair Kent LSCB. Member of UK Health Professions Council. (Appointed 2005)

**Nigel Bonson MA (Exon)**

Former Chief Inspector, Greater Manchester Police. Has since worked for Government as advisor, trainer and facilitator focusing on crime reduction, drugs, guns and gangs. (Appointed 2005)

**His Honour Michael Brooke QC**

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

**Dr Phil Brown MB, BS, MRCPsych**

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

**His Honour Judge Robert Brown**

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

**His Honour David Bryant**

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

**Laura Buckley**

Former diplomat, Foreign & Commonwealth Office, (1989-2006). Crown servant, MOD (2006-07). (Appointed 2007)

**Graham Bull**

Solicitor (non-practicing). Former Corporate Director, North Norfolk District Council. Former Chair, Norfolk Probation Board. Member of Cambridgeshire, Essex, Norfolk and Suffolk Courts Board. (Appointed 2006)

**His Honour Jeffrey Burke BA, QC**

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

**His Honour Judge Colin Burn**

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

**His Honour Michael Burr**

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

**Bruce Butler**

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

**His Honour Judge Jeremy Carey DL**

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

**Paul Cavadino**

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

**John Chandler CBE, C Eng, FRAeS**

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

**His Honour Frank Chapman**

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

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

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

**Jane Christian BA (Hons), MPH**

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

**Alison Clark**

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

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

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

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

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

**His Honour Judge Nick Coleman**

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

**His Honour Paul Collins CBE**

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

**Peter Coltman**

Formerly a Senior Police Officer with experience as a Senior Investigation Officer and a divisional commander. Qualified with an MA in the Ethics of Criminal Justice. (Appointed 2010)

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

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

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

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

**His Honour Judge Graham Cottle**

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

**Dr Paul Courtney MRC Psych**

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

**His Honour Gareth Cowling**

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

**His Honour Tom Cracknell**

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

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

Magistrate. Financial Ombudsman. Member of Medical Practitioners Tribunal Service Fitness to Practise Panel. Formerly senior bank manager and business adviser to Competition Commission.

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

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

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

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

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

**Sue Dale**

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

**Dr Lynne Daly MA MB BChir FRCPsych**

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

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

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

**Sue Davies**

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

**His Honour Judge Simon Davis**

Circuit Judge, Iselworth Crown Court (January 2013 – present) Aylesbury Crown Court (October

2011- December 2012) Inner London Crown Court (November 2004 - 2011). Practised at the Criminal Bar between 1980-2004 and recorder (1998-2004). (Appointed 2009)

**His Honour Judge Paul Dodgson**

Circuit Judge, Southwark Crown Court (2001-08) and Kingston Crown Court (2008). (Appointed 2003)

**Victoria Doughty**

Ten years' experience in the Probation Service, five years specialising in sexual offending. Degrees in criminology, crime and community justice. (Appointed 2010)

**Roland Doven MBE JP**

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

**Margaret Dunne**

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

**Sir Stewart Eldon KCMG, OBE**

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

**Annalise Elliott BA (Hons), MSc**

Head of Community Safety London Borough of Merton, Board Member Institute of Community Justice Professionals. (Appointed February 2010)

**Christopher Emerson**

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

**His Honour Fabyan Evans**

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

**Joanna Evans**

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

**Kim Evans OBE**

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

**Rick Evans**

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

**Simon Evans LLB**

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

**The Honourable Mr Justice Roderick Evans**

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

**His Honour Judge Steven Everett**

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

**Jane Everitt**

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

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

**Dr Matthew Fiander**

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

**Kay Fielding**

Probation background working as a maingrade officer and a manager in the field/courts & prisons. Seconded to NOMS implemented the 2008 Criminal Justice Act and agreed secretary of state releases in addition to being Head of Post Release Policy. Seconded to Parole Board as Head of Quality Unit in June 2010 until March 2013. (Appointed 2012)

**His Honour Peter Fingret**

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

**Sue Finn**

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

**His Honour Judge Daniel Flahive**

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



**Sian Flynn**

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

**His Honour Paul Focke QC**

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

**Michael Fox**

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

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

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

**Lucy Gampell OBE**

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

**His Honour Judge Bill Gaskell**

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

**Philip Geering**

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

**His Honour Judge Alan Goldsack QC, DL**

Senior Circuit Judge. Resident Judge, Sheffield

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

**His Honour Judge Rodney Grant**

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

**Kevin Green**

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

**Laura Green**

Barrister. (Appointed 2009, left May 2012)

**His Honour Judge David Griffith-Jones QC**

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

**His Honour David Griffiths**

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

**Ronno Griffiths**

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

**Her Honour Judge Anna Guggenheim QC**

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



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

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

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

**Her Honour Judge Carol Hagen**

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

**James Haines MBE**

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

**Dr Roisin Hall C.Psychol, FBPsS**

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

**His Honour Tony Hammond**

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

**Mary Handley**

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

**Alan Harris**

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

**Eliza Harris**

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

**Peter Haynes**

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

**Kirsten Hearn**

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

**His Honour Judge Roderick Henderson**

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

**Matthew Henson**

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

**Andrew Henwood**

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

**Glyn Hibberd**

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

**Julia Higginbotham**

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

**Debbie Hill**

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

**His Honour David Hodson**

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

**John Holt**

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

**His Honour Judge Stephen Holt**

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

**Joanna Homewood CPsychol, MSc, BA**

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

**His Honour Judge Toby Hooper QC**

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

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

**His Honour Judge Mark Horton**

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

**Jane Horwood QPM**

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

**Liz Housden**

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

**Phillip Hughes**

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

**Becky Hunt BA (Hons), MA Social Work**

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

**Claire Hunt**

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

**Dr Mike Isweran**

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

**John Jackson**

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

**Pat Johnson**

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

**His Honour Geoffrey Kamil CBE**

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

**Her Honour Judge Louise Kamill**

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

**Mary Kane**

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

**Chitra Karve**

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

**His Honour Judge Roger Keen QC**

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

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

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

**Sarah Khan**

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

**Assia King**

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

**Martin King JP, BA, DMS**

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

**Dr Sian Koppel**

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

**Mark Lacey**

Retired Detective Superintendent with Northamptonshire Police. (Appointed 2010)

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

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

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

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

**The Rt Hon Sir David Latham**

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

**Heidi Leavesley**

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

**Dr Sharon Leicht**

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

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

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

**His Honour Crawford Lindsay QC**

Retired Circuit Judge. (Appointed 2008)

**Robin Lipscombe JP**

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

**His Honour Judge Shaun Lyons**

Judge. (Appointed 2010)

**His Honour Judge Charles MacDonald QC**

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

**His Honour Judge Kerry Macgill**

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

**Rob Mandley MSc, MA**

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

**Bill Mayne**

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

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

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

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

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

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

**His Honour Judge Bruce McIntyre**

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

**Robert McKeon JP**

Managing Director. Experienced in working in the UK and Australia. Specialising in troubleshooting, business recovery and media awareness. Former BBC journalist. Magistrate. (Appointed 2012)

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

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

**His Honour Judge Christopher Metcalf**

Circuit Judge. (Appointed 2010)

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

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

**Sarah Miller**

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

**Tom Millest**

Former Chief Inspector in the Metropolitan Police Service, retiring in 2009 after 30 years; specialist in public order, major incidents and corporate IT projects for last 10 years of service. Harkness Fellow of Commonwealth Fund of New York 1994-5. (Appointed 2010)

**His Honour Judge Clive Million**

Circuit Judge (2009 to date). Recorder (1995-2009). District Judge of Principal Registry, Family Division,

High Court (1993-2009). Barrister (1975-1993). (Appointed 2010)

**His Honour Judge John Milmo QC**

Circuit Judge. (Appointed 2005)

**Andrew Mimmack**

Formerly justices' clerk - President Justices' Clerks' Society 2004/5. Member Criminal Procedure Rules Committee 2004-2008. (Appointed 2006)

**Clare Mitchell**

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

**His Honour Judge Tony Mitchell**

Circuit Judge. (Appointed 2010)

**His Honour Judge David Mole QC**

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

**Her Honour Judge Anne Molyneux**

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

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

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

**Lorraine Mosson-Jones**

A chartered forensic psychologist registered with HPC, has worked in the community & secure settings currently practises independently. (Appointed 2011)

**Michael Mulvany**

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

**Steve Murphy CBE FRSA**

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

**David Mylan BSc, LLM**

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

**Celeste Myrie**

Probation, HCPC lay panel member (Appointed 2009)

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

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

**Glyn Oldfield**

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

**His Honour Judge Robin Onions**

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

**His Honour Judge Richard O'Rorke**

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

**His Honour Judge Michael O'Sullivan**

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

**His Honour Judge Tudor Owen**

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

**Judge Alan Pardoe QC**

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

**Freda Parker-Leehane**

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

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

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



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

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

**Steve Pepper MA, BA (Hons)**

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

**Cedric Pierce JP**

Director, BRB (Residuary) Ltd. Formerly worked in rail industry and Director, South Eastern Trains (Holdings) Ltd, (Appointed 2005)

**Jenny Portway**

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

**Bernard Postles QPM, BSc (Hons)**

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

**Sue Power**

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

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

**His Honour Judge Stephen Powles QC**

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

**Caroline Preston CPsychol AFBPsS**

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

**Arthur Price-Jones LLB**

Solicitor (retired). Former Town Clerk of Leicester City Council. Past Member of the Council of the Law Society. Former part-time member of the Police Complaints Authority. (Appointed 2010)

**His Honour Judge David Pugsley**

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

**Dr Andrew Purkis OBE**

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

**Emma Pusill BA (Hons)**

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

**Tony Raban MA, MBA**

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

**Alan Rayner BSc, MBA, JP**

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

**Colin Reeve, JP**

Formerly Civil Service manager for 22 years and has served as a Magistrate for 20 years. (Appointed 2010).

**His Honour Martin Reynolds**

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

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

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

**His Honour Judge Philip Richards**

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

**His Honour Judge Gordon Risius, CB**

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

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

**His Honour Judge Stephen Robbins**

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

**His Honour Jeremy Roberts QC**

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

**Jon Roberts MA, BSc ECON**

Solicitor; Tribunal Judge, Social Entitlement Chamber; Associate Lecturer in Youth Justice, Open University; Registration/Conduct Committee Chairman, General Social Care Council. (Appointed 2007)

**His Honour Mervyn Roberts**

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

**His Honour Patrick Edward Robertshaw**

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

**Jennifer Rogers**

Lay member on Mental Health Tribunal (1994 - to date). Member of Police Complaints Authority (2001-2003). Mental Health Act Commissioner (1992-2001). (Appointed 2010)

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

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



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

### **Ellie Roy**

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

### **His Honour John Rubery**

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

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

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

### **Deep Sagar**

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

### **Peter Sampson**

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

Aneurin Bevan Health Board 2009. (Appointed 2005)

### **His Honour John Samuels QC**

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

### **Kate Saward**

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

### **Dr Heather Scott**

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

### **Jean Sewell**

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

### **Sajda Shah**

Professional Advisor to CEOs in the charity sector and a serving magistrate on the North East London Bench. Has a keen interest in health issues and is a member of the Women's Network at the Royal College of Obstetricians and Gynaecologists Board and sits on the Research and Ethics committee of the Health and Safety Executive. Currently teaches the Medsoc course to Year 1 Medical Students studying at Barts and the London School of Medicine. (Appointed 2012)

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

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

**His Honour Judge Francis Sheridan**

Circuit Judge (2009 to date). Barrister in criminal law (1971 to 2010). (Appointed 2010)

**His Honour Sir Mota Singh QC**

Judge. (Appointed 2009, left August 2012)

**His Honour Edward Slinger**

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

**Susan Smith**

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

**Aikta-Reena Solanki**

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

**His Honour Leslie Spittle**

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

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

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

**Alison Stone**

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

**Nigel Stone**

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

**Jennie Sugden**

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

**Carol Swaffer LLB**

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

**His Honour Judge Jamie Tabor**

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

**Kay Terry**

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

**Elana Tessler**

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

**Tony Thake JP**

Local community leader and magistrate. Former policy adviser on forensic mental health and drug misuse and former trustee of NCH Action for Children and of the Mental Health Foundation. Independent consultant in substance misuse, mental health and on public health. Currently conducting postgraduate research in criminology. (Appointed July 2005)

**Jo Thompson**

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

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

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

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

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

**His Honour Charles Tilling**

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

**Helen Trinder**

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

**James Tucker**

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

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

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

**His Honour Judge James Wadsworth**

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

**Adrian Walker-Smith**

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

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

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

**Dr Mary Walsh**

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

**His Honour Judge Philip Wassall**

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

**David Watson**

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

**His Honour Judge Nicholas Webb**

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

**Helen West**

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

**Alan Whiffin**

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

**Denise White**

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

**His Honour Judge Graham White**

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

**Dr Helen Whitworth MBChB, MSc, MRCPsych**

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

**Bernadette Wilkinson**

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

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

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

**Patricia Williamson CIPD**

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

**Sarah Wilson**

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

**His Honour Judge Scott Wolstenholme**

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

**His Honour Judge Paul Worsley QC**

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

The Board maintains a register of members' interests which is open to public inspection. Anyone wishing to inspect the register may write to the Chief Executive, Parole Board, Grenadier House, 99-105 Horseferry Road, London SW1P 2DX.

## Glossary

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







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