



# **Parole Board for England and Wales**

**Annual Report and Accounts 2016/17**



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## **Annual Report and Accounts 2016/17**

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

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

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The Rt Hon. David Lidington CBE MP  
Lord Chancellor and Secretary of State for Justice  
Ministry of Justice  
102 Petty France  
London, SW1H 9AJ

11 July 2017

Dear Justice Secretary

I have pleasure in presenting to you the Parole Board's Annual Report and Accounts for 2016/17.

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

2017/18 will be the 50th anniversary of the creation of the Parole Board and so this report provides an opportunity to look back at how the organisation has developed in that time and set out our plans for the future, as well as reporting in detail on our work in 2016/17.

In 2016/17 the Parole Board dealt with more cases at oral hearing than ever before. Despite this, we were able to make good progress in delivering the new strategy we developed at the start of the year and formally published in November. The backlog of outstanding cases was reduced by 17% to 2,033 by the end of March 2017. We recruited 104 new members and made a successful start to an ambitious programme of transforming the Board into a digital organisation.

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

I am pleased to say that the Parole Board's Annual Report and Accounts have been certified by the Comptroller and Auditor General with an unqualified audit opinion.

Yours sincerely



Professor Nick Hardwick  
Chairman



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# 1. CHAIR'S FOREWORD

Professor Nick Hardwick



At the start of our 50th anniversary year, after a very difficult period, I am pleased to report significant improvement in the Board's performance although I do not underestimate the work there is still to do. Our backlog of cases is down, waiting times are down, the number of prisoners serving a sentence of Imprisonment for Public Protection (IPP) still in custody is down, over 100 new members have been recruited, and we have successfully moved from paper to digital systems. None of this progress is yet complete but much has been achieved and I am confident it will continue to be so.

Our first duty is to protect the public and we will not reduce our focus on that while we seek to make improvements in the system as a whole, but a fair parole system that supports the rehabilitation process also has its part to play in preventing future victims.

The Board is charged with reviewing offenders who have previously committed some of the most serious offences. **Any** serious further offence committed by such offenders is deeply regrettable and will be devastating to those affected. On the rare, but tragic, occasion where this does happen the Board is committed to establishing what went wrong and, working with other agencies, look to ensure it does not happen again.

The Parole Board's powers and caseload have changed dramatically over our history. The Parole Board originally had a purely advisory function, with final decisions about release resting with the Home

Secretary of the day, whereas now it is a much more independent, 'court-like' body with powers to direct release. This direction should be sustained and I hope the Board will establish even clearer independence from the Ministry of Justice in the future.

The type of case that comes before the Board has changed too. The Parole Board was set up in the wake of the abolition of capital punishment to advise on the release of prisoners with a life sentence. It now also deals with IPP prisoners, those serving some types of shorter determinate sentences, and a growing proportion of prisoners who have been recalled to prison for breaching their licence conditions. In 2016/17, 39% of the Board's oral hearings concerned recalled prisoners compared with 24% in 2012/13.

In 1969, approximately 20 Parole Board members considered 2,562 cases on the papers only. There were no oral hearings. On 31 March 2017, there were 212 Parole Board members and 123 staff who, during the year dealt with 17,827 cases on the papers and held 7,377 oral hearings – in total almost 500 cases each week. These figures come at the end of a period of declining resources and growing workload. Member recruitment had been frozen and numbers had declined by over a third since 2013. On the other hand, whilst the total number of cases conducted has remained relatively stable over the last five years, the number requiring a resource intensive oral hearing has risen by 59% from 4,628 in 2012/13 to 7,377 in 2016/17.

Despite the best efforts of members, staff and managers, the inevitable consequence of this was delays and backlogs. At its peak in January 2015, the backlog reached 3,163 and by March 2016, the hearings of 563 prisoners were 90 days or more



overdue. The compensation payments we are required to make to prisoners for delays escalated (and will continue to do so for a time as we work through the backlog). In 2016/17 we paid £938,000 in compensation payments.

About a quarter of all cases were adjourned or deferred with more than one in ten deferred on the day of the hearing itself and these figures remain stubbornly high. Some adjournments and deferrals are necessary to meet requirements for new information or because of unexpected circumstances but too many are the result of different parts of the system, including the Parole Board itself, failing to work effectively together to ensure that all of the information needed to progress the case are prepared in enough time to conclude the case on the date planned.

There is no doubt that the morale of members and staff suffered in this period, relationships with some of the other bodies with whom the Board needed to work became strained and the pressure to control the backlog meant there was little opportunity to develop the quality of the Board's work.

The previous leadership of the Parole Board took determined action to change its processes and structure in response to the pressures it faced and by the time of my appointment in March 2016, the performance of the Board had already begun to turn around. We were fortunate to appoint Martin Jones first as acting Chief Executive in October 2015 and on a permanent basis six months later and he and his team have energetically driven further progress. At the same time, a recognition of the human and financial costs of the backlog, and increased confidence in the Board's ability to reduce it, persuaded Ministers to give us a significant increase in budget and members. Recognition of the pressures prisons were under, the government's prison reform programme and plans for new offender management processes also created opportunities to develop the Parole Board's work. In November 2016, the Board was able to publish a new strategy that built on these foundations.

The first priority was to continue the safe and steady reduction in the backlog of outstanding cases. At the end of 2015/16 the backlog stood at 2,445 and by the end of the year had reduced by 17% to 2,033. Whilst challenges remain we are confident that by the end of 2017/18 we will have reduced the backlog further and are aiming to have reduced the number of cases outstanding to 1,200. There will always be some cases in the system waiting to be resolved but if our current level of resources is sustained, we believe we can bring the backlog down even further after 2017/18 and will set new targets to do so. We have not yet been successful enough in reducing the number of avoidable deferrals and adjournments and this will be a major priority in 2017/18 and beyond. Deferrals and adjournments were a central issue in the National Audit Office (NAO) report on the Parole Board published in February 2017<sup>1</sup>. The report recognised the challenges we faced, highlighted the work we were doing to overcome them and provided helpful analysis to inform our approach.

In May 2016, the then Justice Secretary, the Rt Hon. Michael Gove, announced that he had asked me to develop an improved approach to the handling of prisoners given IPP sentences. IPP prisoners can only be released once they have served the 'tariff' or punishment part of their sentence and they can demonstrate to the Parole Board it is safe to do so. As a result, many IPP prisoners remain in prison long after their tariff has expired and often for much longer than they would serve for an equivalent offence today. Even once released, most IPP prisoners remain on life licence and so may be recalled at any point for the rest of their lives. Concern about the justice, fairness and cost of the IPP sentence led to its abolition in 2012 but this was not applied retrospectively to the more than 6,000 IPP prisoners held at that time. Some of these remain plainly dangerous and should not be released for a long time but it is clear to me that others could be released if work to understand and reduce their risk was more effective and more appropriate support and supervision was available in the community.

<sup>1</sup> HC 1013, 2016-17

I was pleased my successor as Chief Inspector of Prisons, Peter Clarke, agreed to conduct a thematic inspection of the IPP issue and his report, "Unintended Consequences" published in November 2016 confirmed the scale of the problem and some of the obstacles that needed to be overcome. Some of these have been addressed by the improved performance of the Parole Board itself and better co-operation between all the agencies involved. As a result, the number of IPP prisoners who had yet to be released from custody fell by over 40% from its peak to 3,528 at the end of March 2017. It is a concern that some of this progress is offset by a growing number of IPP prisoner recalls, too many of which appear disproportionate to the risk involved. Further and faster progress requires policy or legislative changes and I hope this is something Ministers will consider in 2017/18.

The extension in the Parole Board's remit raises questions about whether the whole range of cases that come before it makes best use of its expertise and resources. A major element of the government's prison reform programme is to make prison governors more accountable for reducing re-offending rates for those who have been in their custody and giving them more autonomy in the processes that influence this. Accordingly, we worked with the National Offender Management Service (NOMS), now HM Prison and Probation Service (HMPPS), to identify recall and determinate sentence cases that could be released by executive action without coming before the Board and revised the way in which we list cases for a hearing to ensure we make best use of the resources we have available.

Assessing risk is at the heart of the Parole Board's work. In 2016/17 we launched a major member-led review of the Board's approach to risk. We want to ensure members have the opportunity to reflect on their practice with colleagues so their approach is consistent and they have a shared understanding of the complex material they consider. It is many years since significant academic research was published into the Parole Board's decision making and I am delighted we have now begun to develop a significant external research programme, the first results of which we hope will be published in 2017/18.

Research is one of the ways we have encouraged external scrutiny of the Board's work to challenge us and help us think through our approach. I welcomed the reports on our work by the National Audit Office and HMI Prisons and these have been important drivers for our work. We have an effective Parole Board User Group and I am grateful to all the external representatives who attend and contribute to our work so constructively.

Martin Jones and I took every opportunity we could to meet with victims' groups and the Victims' Commissioner was a keynote speaker at our members' conference. We have worked hard to make sure that individual victims who come into contact with the Parole Board, in what is always a difficult experience for them, are treated with dignity and respect.

We spoke to prisoners and prison and probation staff in visits to prisons and through prison radio and prisoner newspapers, and took part in events with legal representatives. Our 50<sup>th</sup> anniversary year gives us the opportunity to explain our work to a broader audience and hear their views. We are working with television and radio producers on documentaries which we hope will be broadcast to coincide with our 50<sup>th</sup> anniversary and we have a number of other events planned in 2017/18 which we hope will provide opportunities to debate and develop the Board's work.

All of what we achieved this year, and our future progress, is a result of the hard work of our members and staff and I extend my thanks to them all. I am pleased that we have been able to reinstate annual events that bring all our members together for training and to discuss how we conduct our work and I am grateful for the work of members on the Members' Representative Group who play a vital role in channelling the experience and expertise of our members into the development of our plans. We have recruited 104 new members from over 1,100 applicants and completed the induction and training of the first half of them. The second cohort commenced their induction in June 2017. It has been a huge effort by all of those involved to undertake this work while maintaining our capacity to undertake a high number of hearings but we are delighted by

the quality of those who are joining us. Around ten members left us during the year and I would like to pay a particular thanks to them for their hard work during their tenure. It was a matter of great sadness that amongst those we lost Assia King, one of our longest serving members who passed away in August 2016 and whose loss is keenly felt by those who worked with her at the Board.

I also want to thank members of the Board's management committee for the support they have shown me since I joined and for the way in which they have steered the strategy of the organisation during this year. I am particularly grateful for the support and advice I received from Cedric Pierce, a very experienced vice-chair. The management committee consists of a mix of non-executives, Parole Board members, and members of the senior management team and they bring an effective mix of experience and perspectives to the work of the Parole Board. The committee was joined in the year by Sir John Saunders, as the judicial vice-chair, and at the very end of the year by Gary Sims as a new non-executive member and the new chair of the audit and risk committee. They have begun to make an immediate and valuable contribution. The management committee aims to work in an open way and we were very pleased by the positive feedback we received about the meeting in public we held in November 2016 and this is something we will look to develop in the future.

Finally, I pay tribute to Julian Lee. Julian had served on the management committee as a non-executive and chair of the audit and risk committee since January 2015 and had played a key role in developing the Parole Board's governance structures and strategy. His death in September 2016 was a great shock and sadness. Julian left not only a big legacy but also a big gap to fill.



**PROFESSOR NICK HARDWICK**  
Chairman

5 July 2017

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## 2. PERFORMANCE REPORT

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## a. OVERVIEW

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### i. Chief Executive's Review of the Year

This is my second annual review since becoming chief executive and I have been encouraged with the progress made by the Parole Board during 2016/17, although there is still much more to do.

Our number one ambition over the last year has been to reduce the number of outstanding cases. I am pleased that we have been able to reduce this backlog from 2,445 at the start of the year to 2,033 at the end of March 2017. Whilst the number of cases requiring an oral hearing are at record levels, prisoners are entitled to have the lawfulness of their on-going detention reviewed in a timely fashion, and so addressing the delays and meeting this demand is vital for a fair hearing. During 2016/17 we conducted an impressive 25,204 parole hearings, which included 7,377 oral hearings. That is an increase of 59% from only five years ago. Members and staff have worked incredibly hard to drive out these results and they are to be commended for what they have achieved.

The membership of the Board is one of its big strengths and I have welcomed engaging closely with them as we look to improve performance and a key part of this has been working with the members' representative group (MRG). The MRG was key in advancing discussions in a number of areas including member tenure, appraisal and continuous professional development, and policy changes and practice development.

During the last year, staff also supported the completion of a major member recruitment campaign resulting in the appointment of 104 vitally needed new members. I have marvelled at the fact that over the last five years the Board has nearly doubled the number of oral hearings we hold, with a membership pool that had, at the same time, fallen by over a third. I am now confident we have the members we need to keep on top of our workload over the next few years and better balance the pressures on our members.

The IPP sentence was abolished in December 2012. Whilst the numbers have fallen from over 6,000 in 2012, there are still around 3,500 unreleased IPPs in the system. The Parole Board has, rightly, made it a priority to ensure that IPPs make progress where they can be safely managed in the community or in open conditions. Whilst the Board will not release people who we assess would represent an unmanageable risk to the public, most IPPs should be able to hope that they can progress, with the correct support.

In 2016/17 the Board released 900 IPPs (both review and recall cases). This is 20% more than we have ever released previously and over six times more than were released in 2010/11. The Board has however welcomed the opportunity (through new Rules which came into force in November 2016) to release IPPs on the papers, without the need for an oral hearing. This power has proved useful for recalled IPPs, who have breached their licence conditions, but are not judged to represent a significant risk to the public. I am certain that we will see more IPP releases over the course of the next three to four years as we ensure their cases are reviewed in a timely fashion and play our part in better managing cases. During 2016/17 the Board has kick-started some promising work with the National Probation Service and Public Protection



Casework Section of NOMS (now HMPPS) to improve IPP case management; and we have created our own enhanced case manager team to focus some of our most experienced people on these, often, complex cases.

The primary aim of the Parole Board is of course to protect the public, and as part of that we are seeking to improve the way in which we treat victims involved in the parole system. I am committed to ensuring that all who come into contact with us are treated fairly and sensitively. Whilst the Board's sole focus must be to judge whether a prisoner is safe to release, in my experience the victim's personal statement has an important part to play in assisting the panel to understand the long-lasting impact of the offence. I am pleased that the feedback we have received suggests that, almost universally, victims who attend hearings feel they are treated sensitively by Parole Board members. I am deeply conscious that, for a victim of a serious crime, there can be nothing more daunting or emotional than becoming involved in the parole process and reading out a personal statement. I have been writing short thank you notes to the victims who choose to do this.

Staff at the Parole Board have worked incredibly hard to support the delivery of our work. Their achievements include keeping up with the constant stream of incoming work, the support and training of new and existing members, and implementation of many improvement projects, such as our digital programmes, through which 94% of our members are starting to manage their cases electronically through tablet devices, as well as supporting offender managers to give evidence remotely. I am delighted to report that in recognition of the progress we are making to support staff, the Board achieved Bronze Investor in People accreditation, and has seen three

talented members of staff being accepted on civil service development programmes. The Board has also embraced the use of social media and overseen our members moving to a much more reliable and modern email solution.

Delivering at this level did result in our costs increasing significantly in the latter part of the year as we sought to maintain our sittings at the highest level, train and induct new members, and increased damages claims as we cleared the backlog. As accounting officer I have been grateful that the Ministry of Justice has been supportive in helping us manage these pressures over the year.

Despite the good progress there is still more to do. Too many prisoners are still waiting too long for their parole hearing, causing anxiety and frustration for all involved. These delays result in compensation payments, which would be better spent improving the system.

I would like to give our thanks to those legal representatives that tirelessly support prisoners through the technical and challenging process, and do so against increasing workloads and changes to funding.

The landscape in which we work is constantly changing and engaging in meaningful and productive dialogue with all our stakeholders is essential to ensure we continue to deliver a quality service in the years ahead.

A handwritten signature in black ink that reads "Martin Jones". The signature is written in a cursive, slightly slanted style.

**MARTIN JONES**

Chief Executive and Accounting Officer

5 July 2017

## In Memoriam

We were much saddened to lose two greatly valued colleagues last year.



### Julian Lee

It was with great sadness that in September we were informed that Julian Lee passed away following a short illness. Julian was a wise, kind and incisive member of the management committee and a brilliant chair of the audit and risk committee. He will be greatly missed.

### Assia King

Last summer we lost one of our longest serving members Assia King. Assia had been a member from 1998 to 2008 and then re-appointed in 2010 for her second tenure. This news was met with shock and deep sadness. Assia will be remembered as someone who was grounded, generous of spirit, straight talking and who managed to lift any sombre moment with light hearted humour. She will be sorely missed.



## ii. About the Parole Board

### What is the Parole Board?

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

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

The Parole Board has five over-arching strategic aims:

- A. Safely eliminate the backlog of outstanding cases that are delayed due to capacity constraints by the end of 2017;
- B. Work with partners to ensure that by the end of 2017 the majority of IPP prisoners have been safely released, or where risk is not judged to be manageable in the community, have clear plans in place that will enable them to progress;
- C. Ensure the Board's remit is focused on those cases where its expertise is of most value and does not detract from partners' rehabilitative responsibilities;
- D. Ensure that the Board's cultural and procedural approach to risk is consistent with the successful implementation of its other strategic objectives;
- E. Ensure that staff and members of the Board work in partnership to continuously improve our processes, whilst treating all with respect and humanity.

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

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

Under the provisions of the Legal Aid, Sentencing and Punishment Offenders Act 2012 (LASPO), when considering the release of prisoners who come before

it, the Board is required to determine whether it is 'satisfied that it is no longer necessary for the protection of the public' that the prisoner should remain detained.

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

### Indeterminate sentence prisoners

These include life sentence prisoners (mandatory life, discretionary life and automatic life sentence prisoners and Her Majesty's Pleasure detainees) and for those prisoners given indeterminate sentences of imprisonment or detention for public protection (IPP and DPP) prior to their abolition in 2012. The Parole Board considers whether these prisoners are safe to release into the community once they have completed the tariff set by the courts (the minimum time they must spend in prison) and also whether they are safe to re-release should they be recalled for a breach of their licence conditions (the rules which they must observe upon release).

In some cases, if the prisoner is not considered safe to release, the Secretary of State for Justice (SSJ) invites the Parole Board to advise on 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 four years whose offence was committed before 4 April 2005; extended sentence for public protection (EPP) prisoners sentenced before 14 July 2008; prisoners given an extended determinate sentence (EDS) after 3 December 2012; and prisoners given a sentence for offenders of particular concern (SOPC) on or after 13 April 2015, who have committed a qualifying offence. The Parole Board directs the release of those who have completed the minimum time they must spend in prison and whom the Parole Board has considered safe to release into the community. The Parole Board also decides whether determinate prisoners referred by the SSJ following recall to prison for a breach of their licence conditions are safe to re-release into the community.

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

Her Majesty's Prison and Probation Service (HMPPS), formerly the National Offender Management Service (NOMS), provides the Parole Board with a dossier that contains reports from prison staff and probation staff (offender managers) as well as details of the prisoner's offending history. The dossier also contains a variety of formal risk assessments based on offending history, behaviour in prison, courses completed and sometimes psychological assessments. The dossier may also contain a victim personal statement. There will often be representations from the prisoner or their legal representative.

### Paper hearings

All cases are reviewed at the paper stage, irrespective of sentence type or review category, by a single Parole Board member who is member case assessment (MCA) accredited. In some cases the paper panel will decide the outcome without the need for an oral hearing; alternatively, the panel may send the case to a full oral hearing. The various outcome options available at the MCA paper stage depend on the sentence type and are set out later in this report.

Where the case is decided on the papers, and the decision is that the prisoner remain in custody, the decision is only provisional. The prisoner will have 28 days in which to present a request for the case to be further reviewed at oral hearing. There is no automatic right for an oral hearing and the request will be considered on its merits, taking due regard of fairness to the prisoner. The exception to this is life sentence prisoners who are assessed as "not unsuitable" for release, which are always directed to an oral hearing at the paper review stage.

### Oral hearings

These normally take place in the prison where the prisoner is held but the Parole Board is making more use of improved technology. On most working days some hearings will be heard via a "hub room" at its headquarters, where the panel will video-link into the prison. Video-link and teleconferencing are

sometimes also used to hear evidence from witnesses who are unable to attend the prison in person, where deemed suitable or practicable.

Usually, between one and three members may sit on an oral hearing panel, depending on the need and complexity of the case. One experienced member will be appointed as the panel chair. Where the circumstances of the case warrant it, the panel will include a psychologist or psychiatrist member. All panel members must be suitably accredited to sit on oral hearings.

In addition to the prisoner and the panel, others who may be present include, the legal representative of the prisoner, witnesses such as the prisoner's offender manager or offender supervisor, and other prison based staff such as psychologists, key workers or someone from the chaplaincy for example. There will, on occasion, be a Secretary of State representative (SofS Rep) who will represent the SSJ and the victim. The victim might also be in attendance in order to read out their victim personal statement.

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

### The Members

Parole Board decisions are made by its publicly appointed members. A full list of our current membership and their background can be found at page 85 of this report. As at 31 March 2017, the Parole Board had 212 members. A further 44 individuals had been appointed and were scheduled to join the Board in July 2017.

### The Secretariat

Alongside and supporting the members, sits the Parole Board secretariat. The secretariat is made up of four directorates: business improvement and development, member development and practice, operations and then corporate services and legal, which report directly to the chief executive. As at 31 March 2017, there were 123 staff in the secretariat.

### iii Strategic Risk Management

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

The Parole Board maintained a corporate risk register, but with the introduction of the Parole Board strategy covering 2016 to 2020 the risks reported against in 2015/16 were reviewed to ensure that for 2016/17 we had a complementary set of risks which reflect the challenges set out in the strategy and became our strategic risks. Our risks were reported to meetings of the audit and risk committee. A summary of those risks is detailed below.

Summary of strategic risks 2016/17:

1. The Parole Board has insufficient funds to deliver our strategy;
2. The Parole Board is unable to meet the demands of our existing or growing caseload through budgetary constraints or operational challenges;
3. The Parole Board is unable to deliver the digitalisation project to the timescale and quality required;
4. Strategic stakeholder capacities are not adequate enough to provide the information or support required to deliver the strategy;
5. Training the new members has an impact on our ability to progress cases;
6. As the Parole Board processes more cases, even if the rate of serious offences remains low, the number of recalls is estimated to increase;
7. The increased listing of cases increases the spend on litigation beyond the Board's budget;
8. The Parole Board's reputation is adversely affected.

### iv. Going Concern

The Parole Board's future costs are expected to be met by future grant-in-aid from the Parole Board's sponsoring department, the MoJ, which has included the Board's grant-in-aid for 2017/18 in its estimates. The Board's accounts are therefore prepared on a going concern basis.

### v. Financial Review

The total net expenditure by the Parole Board was £19,243,000 (2015/16 £16,103,000).

There was an increase in staff and members' costs as the Parole Board adapted to increased caseloads. The Parole Board conducted a greater number of hearings both at the paper dossier stage and at oral hearings. There was also an increase in litigation costs which contributed to the overall increase in 2016/17 costs. As grant-in-aid is credited to reserves rather than recognised as income, the Parole Board's financial statements reflect the expenditure to be financed by grant-in-aid.

The Statement of Financial Position shows total net liabilities of £3,583,000 as at 31 March 2017, which will be met from future receipts of grant-in-aid from MoJ as the obligations fall due.

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## b. PERFORMANCE ANALYSIS

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### i. How we Performed

We have taken a different approach to reporting on performance this year, which we hope will more accurately reflect our priorities and progress.

Following an open board meeting held on 24 November 2016 we published our strategy to take us to 2020. There are five over-arching aims and we have reported our activity and performance against these aims in the following section. Each aim had one key performance indicator, underpinned by more detailed objectives.

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

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

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

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

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

**KPI: work with partners to update our policy for handling determinate cases by March 2017 and decrease the proportion of determinate recall cases requiring oral hearings by 2020**

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

**KPI: complete a review of our approach to risk by March 2017 and implement a strategy based on the recommendations by 2020**

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

**KPI: increase staff and member engagement levels by 2020**

In addition, and to understand how well we were performing against our strategy, we closely measured and monitored performance in the following areas and reported on these to the management committee and/or relevant sub-committee at least quarterly:

### Finance:

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

### Prisoners, victims and the public:

- Complaint numbers, reasons and outcomes
- Serious further offence rates and serious further offence case review outcomes

### Internal business processes:

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

### Learning and growth:

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

We have made an end of year performance assessment rating for each of the five aims:

**GREEN** – on track to deliver as planned

**AMBER** – requiring attention but still possible to deliver on target

**RED** – at serious risk of failing to deliver on target

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

### Key Facts

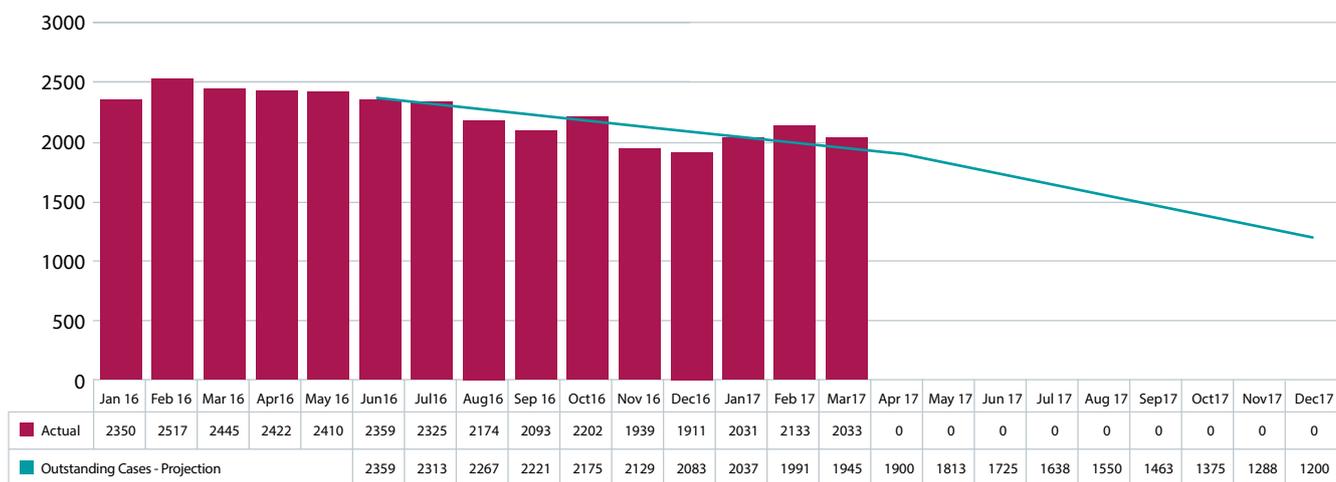
- Backlog of outstanding cases reduced to **2,033** from a high of 3,163 in 2015 (36% reduction)
- **7,377** oral hearings conducted
- **705** cases listed each month (on average) compared with 455 in the summer of 2013
- **5,184** cases concluded: 1,825 (35%) cases refused, 872 (17%) recommended for moves to open, and 2,468 (48%) released
- **30%** of the oral hearings that we conducted were deferred or adjourned
- Serious further offences notified to the Board in the last four calendar years are **less than 1%** of the total number of release decisions/recommendations for open conditions:
 

2013:	12/3,048	(0.4%)
2014:	23/3,248	(0.7%)
2015:	29/3,596	(0.8%)
2016:	22/3,800	(0.5%)

### Overview

In 2016/17 we made significant progress in safely reducing the backlog of outstanding cases.

In almost all of the last 50 years the Board reported a backlog of outstanding cases waiting for a hearing. As reported in the last annual report at the start of 2016/17 the situation was no different and the number of outstanding cases was only just starting to come down from its peak of 3,163 in January 2015. These had built up through a combination of factors: changes in legislation; the 2013 *Osborn* judgment, which required a major shift from paper to oral hearings; declining member numbers; and inefficient outdated paper and email systems for providing case information. Some complex cases that required inter-agency cooperation had become 'stuck' with little understanding of what was needed to progress them.



## Generic Parole Process: Cases Outstanding

Improvements in efficiency cannot be made at the expense of safety and protecting the public must remain the over-riding priority. Any changes in process or policy need to be rigorously considered against the potential risk to the public. Should a prisoner, released or progressed by the Board, go on to commit a serious further offence, we make sure we thoroughly investigate the circumstances through our review committee. During the year 22 such cases were referred to the review committee.

At the start of the year the backlog of outstanding cases was 2,422 cases and by March 2017 this had fallen by 16% to 2,033.

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

Each month we maximised the number of cases we listed for an oral hearing, making the best use of our members, particularly panel chairs and specialist members. The average number of cases listed each month rose to 705 in 2016/17, compared to 455 in the summer of 2013.

We changed the way we managed post tariff indeterminate prisoners who were waiting more than 90 days for an oral hearing date and set up a new enhanced case management team to take a more detailed look at managing these cases through to conclusion. The number of cases waiting more than 90 days for an oral hearing fell from 583 down to 263, a 55% reduction.

A revised version of the Parole Board Rules was published in November 2016. The revisions aligned the Rules more closely with the current operational model, in particular MCA, and allowed greater flexibility as to which member can make decisions and deal with applications at different stages in the parole process.

### 1.2 Complete the successful implementation of our digitalisation programme

We commenced a programme of digital improvements to introduce more efficient ways to manage cases, including issuing our members with modern tablet devices, transitioning from paper dossiers to e-dossier format, and providing our members with online access to the case management system. By 31 March 2017, 94% of our members were provided with new tablets and had been trained on them, and 54% of our members were working completely digitally. All new members used these digital systems from the commencement of their appointment.

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

We welcomed 104 new members and started the training of the first cohort of 49 in November 2016. By the end of March 2017 the majority of those members were already sitting on oral hearing panels. The second cohort began their training in June 2017.

#### 1.4 Make a sustained reduction in deferrals and adjournments

The NAO investigation report into the Parole Board published in February 2017 highlighted the level of **deferrals** in Parole Board cases as a cause for concern and we agreed with their analysis.

To maximise the throughput of cases the Board sought to provide hearing dates for as many hearings as possible 10-12 weeks ahead of the actual hearing date.

After the hearing date is set the case is assessed by a member of the Board and a proportion of hearings will be cancelled ahead of the hearing date if it becomes clear that the hearing is not viable. These early deferrals avoid wasted time and journeys. In 2016/17 the Board conducted 7,377 actual hearings. 5,184 of those cases were completed on the day (resulting in a decision). 2,193 hearings did not conclude on the day (30%). Of that number 44% were deferred on the day as it was not possible to progress the hearing. These hearings need fresh hearing dates before a different panel and are the most inefficient use of resources – the number of cases deferred on the day was broadly flat during 2016/17. The remaining 56% of cases were adjourned. Where a case is adjourned the panel will have made some progress on the case but may need further evidence before making its final decision. In these cases the panel will keep ownership and conclude the case on papers or through a further hearing before the same panel. During 2016/17 the Board encouraged members to keep greater ownership of cases to ensure cases are properly progressed, and this is reflected in the adjournment rate increasing during 2016/17, but is expected to lead to better progression of cases in the long term.

#### 1.5 Keep prisoners and victims updated on the delays affecting them

Our feedback survey in May 2016 received 196 responses. 53% of the people who responded told us about areas we could improve and most replies provided qualitative feedback on experience at oral hearing (53%), our communications (27%) and delay (22%). A clear theme was the frustration and anxiety caused by delay in the system and that it was

important to keep prisoners and victims updated, as well as practitioners, and let them know they were not forgotten.

We brought our website up to date and from February 2017 started to publish statistics on cases outstanding.

Our strategy, findings from research/thematics and statistics were shared with the Parole Board user group (PBUG), which met quarterly and we ran our first open board meeting of the management committee in November 2016.

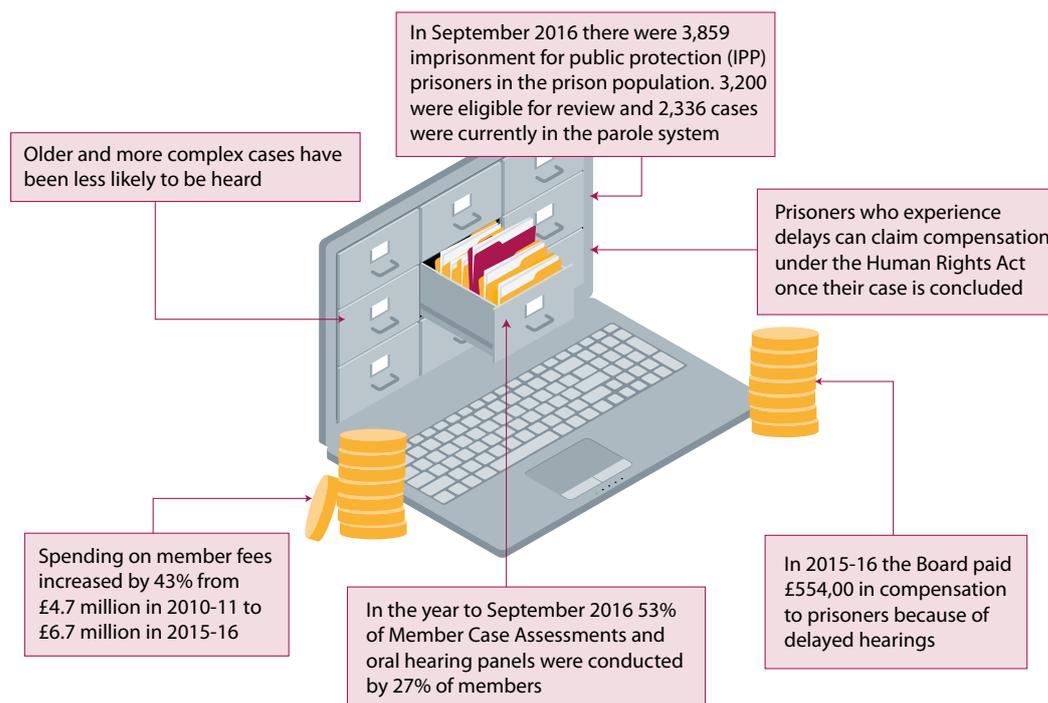
In April 2016 we launched our *Twitter* account and used this to communicate what we were doing to reduce delay. We provided links to press releases, information about projects or new policies to tackle the backlog, listing dates, and received instant feedback from a number of our growing community of over 700 followers.

The NAO investigation helped increase transparency and understanding of what caused the backlog and what we were doing about it, and this was reported in the national press. See NAO key information diagram on the next page.

Our chair wrote regular articles in *Inside Time* and our chief executive was interviewed on national prison radio, sharing much needed information on delays in the parole system, what we were doing about it and responding to prisoners' frequently asked questions.

Both the chair and chief executive met regularly with the Victims' Commissioner and kept her updated on what we were doing to reduce delay in the system.

**At the year end, this aim was assessed as AMBER.**



## National Audit Office Investigation 2016 Key Information

Source: NAO Investigation Report 2016)

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

### Key Facts:

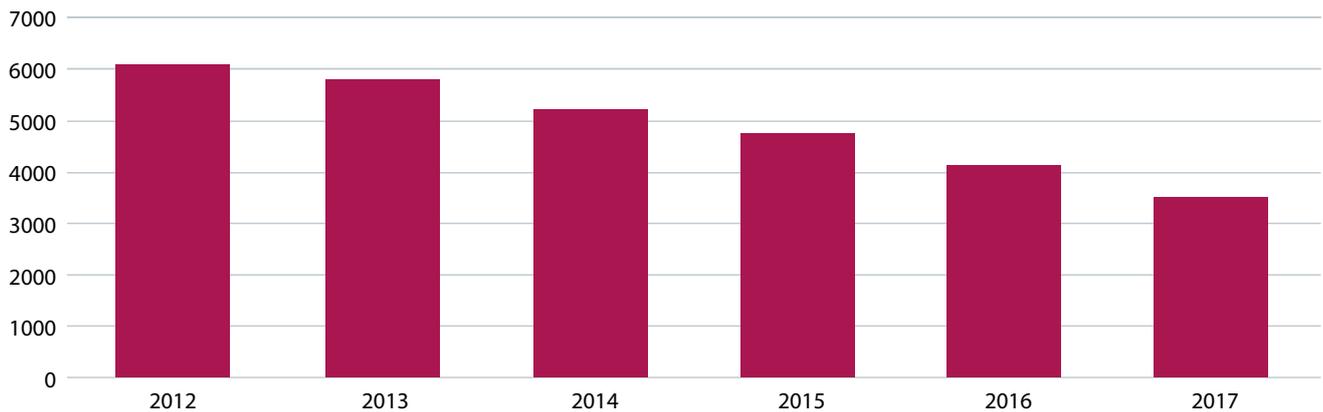
- 900 IPP prisoners released over the year
- IPP prisoners in custody have come down from a high of 6,080 in 2012 to 3,528 at the end of March 2017
- 46% of all IPP prisoners considered were released and 24% recommended for a move to open conditions

### Overview:

On 31 March 2017 3,528 IPP prisoners remained in custody from a high of 6,080 in 2012. 16% of those remaining in custody on 31 March 2017 had been awarded a tariff of two years or less. 15% had not yet

served their tariff (so were not eligible to be considered for release yet) and 85% were over tariff. 1,484 prisoners were five years or more over tariff.

We released 46% of all IPP prisoners whose cases we considered in 2016/17 compared with 38% in 2015/16 and recommended a move to open conditions of 24%, compared with 26% the year before. Once released, most IPP prisoners will remain on licence for the rest of their lives, no matter how short their original tariff. The number of IPPs recalled because they have breached their licence conditions is increasing steadily and it was clear that a significant number of these recalls were for behaviours or offences that do not necessarily relate to a serious risk to the public. The Parole Board has welcomed the new power to release IPPs on the papers, which has proved useful for IPP recalls and has been supportive of efforts by the National Probation Service to ensure that IPPs are only recalled where necessary.



## IPP Prison Population

### 2.1 Develop a joint strategy with NOMS (HMPPS) for IPP prisoners with visible senior leadership

The chief executive co-chaired a strategy review group for indeterminate prisoners with the head of public protection in HMPPS. This group developed a joint strategy and action plan for progressing IPP prisoners.

We worked closely with HMPPS in their establishment of a new unit to improve direction compliance and case management of IPP cases and contributed to a multi-agency approach to reviewing the most complex IPP cases. We supported these new ways of managing IPP prisoners.

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

As well as the NAO investigation, we also welcomed the report by HMI Prisons, *“Unintended Consequences”* (November 2016), and a study by leading academic Nicky Padfield from Cambridge University *“Parole Board Oral Hearings 2016 – Exploring the Barriers to Release”* (November 2016). All considered barriers to release and progression of IPP prisoners in their findings.

## Nicky Padfield from Cambridge University – “Parole Board Oral Hearings 2016 – Exploring the Barriers to Release” (November 2016)

### Background:

A short study undertaken by observing parole oral hearings at our video hub in the summer of 2016. Of the 19 cases observed, 14 were IPP prisoners (four of whom had been recalled).

Nicky Padfield produced an interim report that was shared internally with our members. We welcomed Nicky to our two-day member conference in December 2017, where she was able to meet members and address the conference on her work.

### Initial findings:

Five of the hearings were adjourned and five deferred on the day of the hearing. The interim report found that it was difficult to identify the key characteristics of the prisoners who were ‘unsuccessful’ in their oral hearings before the Parole Board and that their lack of ‘success’ in being moved on did not appear to relate so much to their personal characteristics, but to a process that tolerates delay and inertia.

### Next steps:

Nicky Padfield’s research will complete at the start of the next financial year and be published thereafter.

## HM Chief Inspector of Prisons (HMIP), “Unintended Consequences” (November 2016)

### Findings:

The HMCIP report found that IPP prisoners fell into three broad categories:

*Those who had not reduced their risk and remain dangerous;*

*Those who could reduce their risk if the support provided by the system was delivered more efficiently;*

*And finally, those who might be deemed ready for release if delays and inefficiencies in the offender management and parole processes were resolved.*

### The report stated:

“The problems with the legacy of the IPP sentence are well understood and there is an openness in government to find new and innovative solutions to the problem, but action does need to be taken, and taken quickly, to ensure the consequences of mistakes made in the past do not continue to resonate for many years to come. We make a small number of recommendations which we hope will assist with a decrease in the number of people with IPP sentences held beyond their tariff expiry date.”

### Recommendations:

Two recommendations were made to the Board, both of which we accepted: i) that our information and management systems should be used to identify the reasons why IPP prisoners are turned down for progression and/or release on licence, and this should inform work in prisons to reduce their risk and ii) that decision making about recall cases should be expedited.

The Board made progress with those prisoners in the third category and influenced the progression of those in the second but we agreed with the chief inspector of prisons who concluded that significantly further and faster progress on the release of IPP prisoners would require legislative decisions by the Justice Secretary.

### 2.3 Make proposals on any additional legislative measures that may be necessary to ensure the progression of IPP prisoners

In May 2016 the then Secretary of State for Justice (SSJ), the Rt Hon. Michael Gove, announced he had asked the Parole Board chair Nick Hardwick to help develop an approach to handling IPP prisoners. In July 2016 the chair responded outlining possible legislative and policy options that could be considered<sup>2</sup>.

Since then the chief executive attended regular meetings with the SSJ to review progress on IPP strategy, and the increase in the Parole Board’s budget and members reflect the priority this work was given. While the focus was on operational improvements, policy changes stalled.

However, as part of the revision of the Parole Board Rules, published in November 2016, we were given the power to release IPP prisoners on the papers, negating the need for an oral hearing, and thus removing the long waits often experienced. Following this change, 11 IPP prisoners were released in this way and two progressed to open conditions.

<sup>2</sup> <http://www.prisonreformtrust.org.uk/PressPolicy/News/vw/1/ItemID/387>

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

In July 2016 the Board published a statement on IPP prisoners to reassure victims and the public on its position on this matter.

Both the chair and chief executive regularly met with Baroness Newlove, the Victims' Commissioner, to ensure the concerns and needs of victims were listened to, which subsequently informed practice. Baroness Newlove attended the member conference in December 2016 to share what victims were telling her about the criminal justice system and the expectations that she had for improvements on behalf of victims. Meetings were also held with a range of other victims' groups and we were grateful for the time given to us to explain their concerns.

In addition to meeting victims' groups and representatives the chair and chief executive discussed this issue in prisons and through prison radio with IPP prisoners themselves, spoke at prison reform conferences, and met with groups of prison lawyers. There was considerable media interest in the issue which resulted in a number of media interviews and reports.

**At the year end, this aim was assessed as GREEN.**

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

### Key Facts

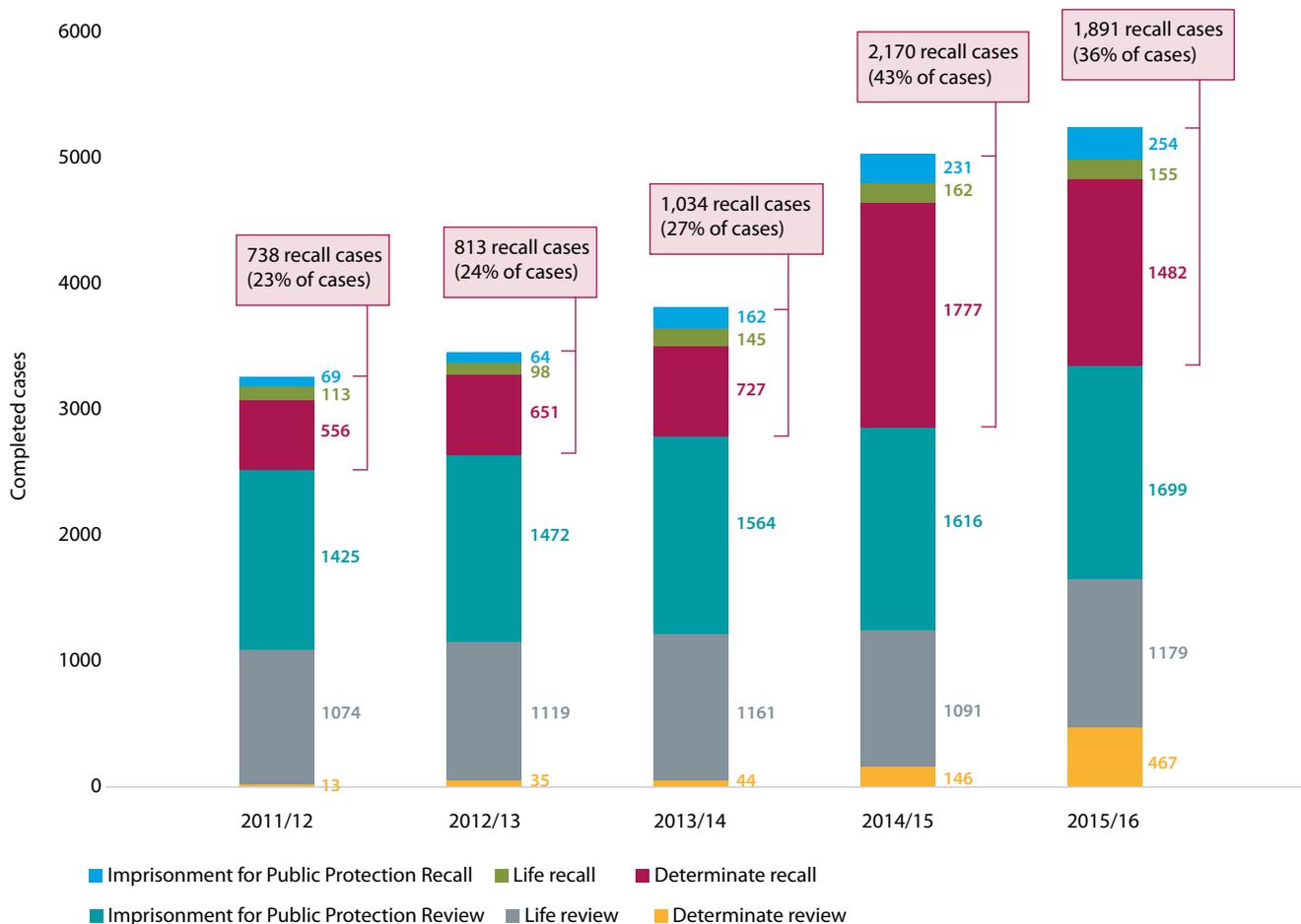
- **2,595** recalled offenders were subject to executive re-release by the National Offender Management Service (NOMS – now Her Majesty's Prison and Probation Service) compared with 1,590 in 2015/2016
- **Four** trials piloted around listing determinate cases, with lessons factored into long term work

### Overview

Fifty years ago our remit was simply an advisory function to the Home Secretary. Over the intervening years legislation has shaped the nature of the work and the cases that come before us, and today we are a court-like body that has powers to direct the release of both indeterminate and determinate sentence prisoners, as well as decide on re-release on a large number of offenders recalled to custody for a breach of their licence conditions.

The NAO investigation showed how our case mix has changed over the last five years.

These changes resulted in pressures both within the Parole Board and across the parole system as a whole and so it was paramount to ensure the resources available were put to best use.



### Parole Board Change in Case Mix

Source: NAO investigation Report 2016

#### 3.1 Limit the Board’s role in recall cases. Review and if appropriate reduce, the Board’s role in determinate sentence prisoners with limited time left to serve

Deciding the priority we give to any type of case is inevitably a very sensitive decision. Prioritising any one group over another risks unfairness. The Listing Prioritisation Framework (LPF), which was developed in 2010 to help manage the increased volume of cases, prioritises recalled determinate sentenced prisoners above most other prisoners when allocating oral hearing dates each month. As a consequence other prisoners experienced longer delays before their oral hearing date was set. Approximately a third of cases our members took decisions on at oral

hearing were determinate sentenced recall prisoners. For many of these cases the SSJ could have considered exercising the power of *executive release*.

We recognised that we needed to change our current approach in order to ensure fairness across the system. To address this problem, four trials around determinate cases were piloted:

We worked more closely with the Public Protection Casework Section (PPCS) to make more effective use of the option of *executive release* decisions, where it was considered safe to do so. The Parole Board supports efforts to release such prisoners at the earliest opportunity, to allow it to focus on the more difficult and complex cases. 9,164 recall cases were referred to us this year, an increase of 63 cases on 15/16; however the number of *executive releases*

increased significantly, with more than 2,595 cases being released in this way during 2016/2017, compared to 1,590 in 2015/2016. We welcomed this and will continue to work with policy officials and HMPPS to find ways of reducing the number of determinate sentence recalls coming to the Board. Following our engagement, guidance was issued to PPCS and NPS staff on recall decisions to help ensure that lower risk prisoners were not recalled and referred to the Board unnecessarily.

Prisoners with a determinate sentence are automatically released at their Sentence Expiry Date (SED). We trialled extending the cut-off point at which we would no longer hold an oral hearing for prisoners with an upcoming SED. Our existing policy was to conclude all cases on the papers if the direction to proceed to oral hearing was issued within 12 weeks of the SED. This was because there was insufficient time to schedule an oral hearing before a prisoner will be automatically released. We trialled extending this to 24 weeks. Whilst we decided not to continue the pilot, this did provide us with information we used to develop improved guidance for members on the approach to be taken where recalled offenders are facing further criminal charges, and to pilot standalone listings in remote hubs outside of the core listing programme.

### **3.2 Change the Board's listing prioritisation framework (LPF) to ensure that we are better able to focus on the cases that matter the most and provide better overall fairness to all prisoners**

We piloted a change to the LPF so that prisoners who have 12 months or less before their SED would no longer be prioritised. This meant most recall cases were no longer listed ahead of other sentence types, resulting in a fairer system overall. This pilot is continuing into the new reporting year.

We introduced maximised listing, which ensured that hearing slots vacated by deferrals in advance of the hearing day were reallocated effectively. This worked particularly well for determinate cases. Maximised listing enabled us to run more panels with less vacant slots.

The LPF will be reviewed during 2017/18.

We began to explore the possibility of using video-link rooms across the MoJ England and Wales estate for members to hold remote hearings for determinate sentence prisoners. We could only host video-link hearings at our London based office which limited our capacity. By creating regional hubs across the UK, more cases can be heard more swiftly. Work on this will continue next year.

### **3.3 Explore ways to safely increase the number of paper release decisions to reduce demand for oral hearings and ensure greater proportionality**

The Parole Board Rules were revised to allow IPP prisoners to be released on the papers, and this came into effect in November 2016. In March 2017 this was extended to allow recommendations on the papers for transfer to open conditions for IPP prisoners.

**At the year end, this aim was assessed as AMBER.**

## **4. Ensure the Board's cultural and procedural approach to risk is consistent with successfully implementing its other strategic aims**

### **Key Facts**

- 48% of prisoners considered at oral hearing were released
- 15 members involved in a member led review of what affects Parole Board decision making
- 22 cases of a serious further offence considered by the review committee

### **Overview**

Over the years, there has been a dramatic move away from paper based panels to oral hearings. These historical paper based panels were closed meetings with information provided mainly by the prison. There was no examination of witnesses and the prisoner did not attend and did not have legal representation. There was no mechanism for the victim to engage at all.

Oral hearings now provide a process that is much fairer and more inclusive, but are more complex and resource intensive. Information is provided from a

wide variety of areas, the prisoner attends, and is usually represented by a qualified legal professional. There is opportunity for the Parole Board panel and the legal representative to cross-examine witnesses, for the prisoner to make his or her own statement, and victims can also submit a personal statement, and where they wish to do so, read out their statement to the panel.

The last substantive research on decision making by the Parole Board<sup>3</sup> is now nearly 18 years old. The process for making decisions looks very different today.

We have focused heavily on improving processes over the last couple of years as the number of outstanding cases has grown, with the result that we had more cases ready to list than we had members to hear them. As such, the focus for members has primarily been hearing these cases. This has meant that giving our members the chance to discuss and really understand what affects their decision making, and pull together themes and insight from that which could influence policy making has taken a back seat.

#### **4.1 Establish a senior strategic governance process for the parole system**

We are dependent on the probation and prison services and other criminal justice agencies to plan and deliver interventions that reduce prisoner's risk and to provide us with accurate information to assist our decision making. Co-ordination with these bodies improved over the year. We attended a board chaired by the Director General of Prisons, Offender and Youth Justice Policy, and the Indeterminate Sentence Prisoners Co-ordination Group to maintain senior oversight of the parole system. The chief executive attends the SSJ's strategic oversight group, reviewing the progress of reform to reduce re-offending.

#### **4.2 Establish a member led review of the Board's approach to risk**

A group of members led by Cedric Pierce, a deputy-chair, known as the RADAR Group (review of the approach to decision-making about risk) was

established to consider what affects members' decision making and approach to risk. The group will report in 2017/18.

#### **4.3 Implement a programme for key stakeholders to observe parole hearings**

We began a programme of inviting key stakeholders to observe parole hearings. The Victims' Commissioner observed several parole hearings where victims made the difficult decision to come face to face with the offender to read out their statement.

We also provided the opportunity for academics to observe oral hearings as part of thematic studies.

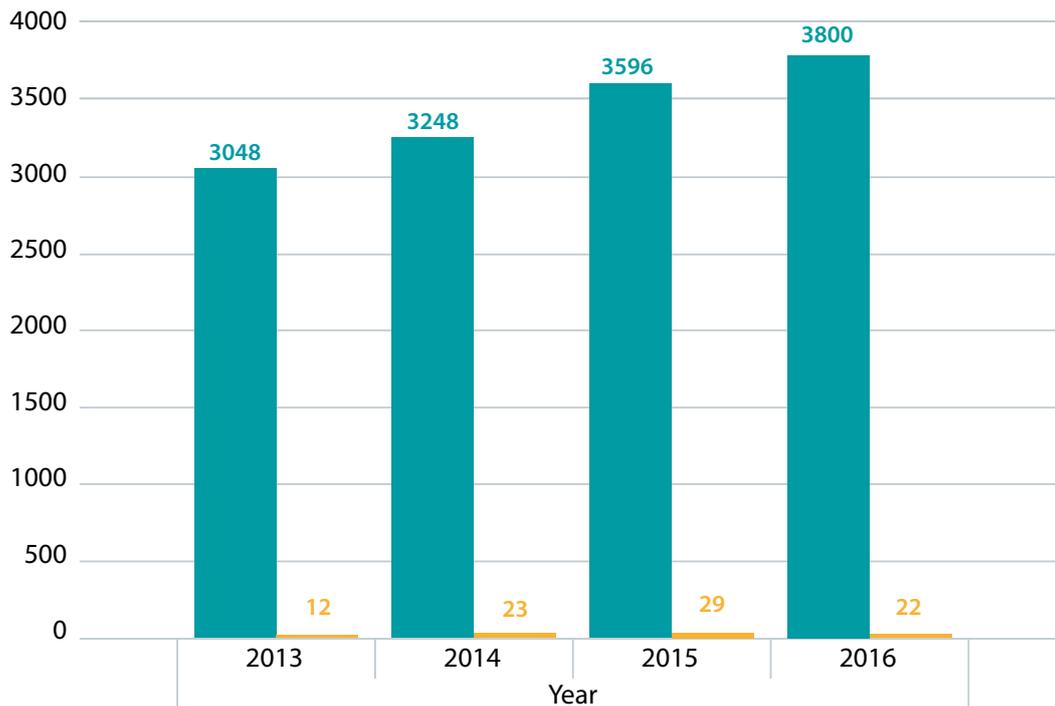
We began work on a proposal for a radio documentary on the parole system, and plan for these broadcasters to observe hearings next year.

#### **4.4 Review the review committee to ensure its approach supports a consistent approach to risk**

Unfortunately there are rare occasions when prisoners we have released go on to commit serious further offences. Whilst this represents a small proportion of cases considered, each one is a tragedy and we take this extremely seriously. We are committed to doing everything we can to prevent these happening.

To this end, we have a review committee with a membership mix of the most experienced Board members and independent experts, whose remit is to review cases where a serious further offence occurred and identify where improvements to the Board's or individual risk assessments can be improved. Concerns identified by the review committee were addressed at an organisational or individual level as appropriate. Review committee outcomes, statistics and themes were presented to the standards committee and management committee.

<sup>3</sup> Hood, R. and Shute, S., with the assistance of Wilcox, A. (2000) *The parole system at work: a study of risk based decision-making* (Home Office Research Study No. 202) London: Home Office.



	2013	2014	2015	2016
Number of release/open decisions	3048	3248	3596	3800
Number of SFO cases referred to review committee	12	23	29	22

Total number of Release/Open Decisions in relation to those considered by the review committee

*The four ongoing research projects are:*

*Parole Board Oral Hearings: Exploring the Barriers to Release (2016)* Nicola Padfield Reader in Criminal and Penal Justice, University of Cambridge; Master of Fitzwilliam College.

*Parole Board Decision Making: Parole Board Member's accounts of what influences their decisions (2016)* Joanne Lackenby Parole Board Member and Chartered and Registered Forensic Psychologist, Phd Student.

*To release or not to release? A study of Parole Board decision making in paper hearings on recalled and determinate sentence prisoners (2016)* Sue Power Parole Board Member, MSC student.

*Exploring Psychological Risk Assessment with Indeterminate Sentenced Prisoners (2016)* Jo Shingler Chartered & Registered Psychologist, PhD Student.

### Other research in progress

A User Researcher, Fraser Hamilton, conducted user research with 15 members to understand how Parole Board members were managing e-dossiers and to suggest improvements to the system and how members were supported. The findings will be provided later in the year.

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

There has been very little research about the work of the Parole Board in recent years and we therefore initiated and/or supported several research studies to address this.

We committed to these research projects to enable us to increase transparency and reflect on the work we do.

We began working with four researchers, two of whom were current members, and all of whom have extensive experience and knowledge of the justice sector. Each project focused on a different aspect of parole and involved analysis of data from our case management systems and parole dossiers, as well as observations of oral hearings. They also involved interviews with Parole Board members, professionals involved in the parole process and prisoners, and each presented at the annual conference in December 2016.

**At the year end, this aim was assessed as GREEN.**

### **5. Members and staff working together to continuously improve how we work, whilst treating those we handle with respect and humanity**

#### **Key Facts**

- 123 staff, including 28 new staff members recruited and trained
- 104 new members appointed. 49 started and trained, bringing the membership to 212 at the end of the year
- 54% of members moved from paper dossiers to digital dossiers on tablets, and just over 94% of members were issued with tablet devices
- 93% of staff completed the annual engagement survey, compared to less than 50% the year before

## **Overview**

The Parole Board is comprised of two groups of people, the 212 members who are public appointments, fee paid and home based, and the 123 staff who work within the secretariat, based in the London offices. Ensuring these two groups work together effectively with respect for their different roles is crucial for the overall work of the Board.

For this reason, the inclusion of this objective was really important to us, when developing the strategy.

#### **5.1 Reduce procedural problems and encourage collegiate working developing a flexible regional approach with regular regional fora for members as well as staff**

Where possible, events were held regionally as well as in London for our members and staff to come together; our member development and e-dossier project teams ran training in Manchester, Birmingham and Derby, as well as London. In July 2016 we brought Parole Board members and staff together to help develop our strategic aims and objectives for 2016 to 2020; and to meet our new chair and chief executive. The positive feedback received about the event ensured that we committed to holding a similar strategy day in 2017.

#### **5.2 Maintain and strengthen arrangements for consulting external stakeholders**

We strengthened our arrangements for consultation with the NPS by allocating a member with a probation background in each NPS division to lead a local practitioner forum with the deputy directors of probation. These fora got off to a great start and we launched a joint data pack between the Board and the NPS that provided management information to support problem solving at a regional level. Parole Board staff also routinely attended these.

#### **5.3 Agree and establish a programme of implementation events for members and staff to come together**

The induction training of 49 Parole Board members over three days in November 2016 was the result of significant collaboration between members and staff to develop a programme that introduced new members to the parole process and the work of the

Board. All new members were allocated a mentor (an experienced Parole Board member) who is supporting their development.

The two-day December Parole Board members' annual conference brought together new and experienced members, as well as staff and academics. 165 members which represents approximately 79% of the membership attended.

Members valued the conference as a place to meet and share practice experience with other members and staff, and engage in open and collaborative dialogue with the Board chair, chief executive and the secretariat management team.

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

We created a workforce plan, called our *people plan*, for the year, which gave our staff opportunities for progression and development. It increased roles for staff to work on member recruitment and digitalisation, and created a progression route for case managers. It also created a step for senior managers to director level in the Board through the addition of two grade seven posts. Our *people plan* was our main project to act on feedback in the 2015 Staff Engagement Survey. We will build on this plan each year for the next four years to increase engagement in the long term.

The overall staff engagement index only slightly improved although there were significant improvements in our scores for leading and managing change and learning and development. The main areas of staff concern identified in this survey were: pay and benefits; workload and my manager; and these have been identified as priorities for 2017/18.

#### **5.5 Continue to develop a culture of continuous improvement**

We took a continuous improvement approach to how we ran the e-dossier project. Our project team rolled the programme out over seven phases tied to our member recruitment plans. A small pilot group were used as super users to work with the project team to support future phases through the transition,

assisting with coaching and training. The project team also worked closely with prisons to ensure access with devices went smoothly at the prison gates. We implemented a new prison access protocol following engagement with HMPPS and direct collaboration with senior operations managers and security managers within the prison service.

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

Ensuring we treat victims with humanity and respect as part of the parole process is important to us. We started paying victims' travel expenses to attend oral hearings and will continue this next year. The simple act of our chief executive sending a handwritten letter to every victim who attends a parole hearing in person to present their VPS was positively received and became an important part of our process.

We contributed to delivering face to face training with Victim Liaison Officers (VLOs) over eight events across the country, and promoted our information booklet for victims, which was well received. Following feedback from VLOs, and victims themselves, we updated and revised our guidance to members on duties towards victims. We also developed a good practice checklist for Parole Board members for when victims attend oral hearings.

**At the year end, this aim was assessed as GREEN.**

## ii. Key Statistics

### Comments and Definitions

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

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

### Outcomes

Release – the Parole Board directs that the prisoner should be released from custody.

Open – the Parole Board recommends the prisoner is suitable to move to or remain in open conditions.

Progression – the Parole Board either directs release or recommend open.

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

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

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

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

### Hearing Types

Oral Hearing – a hearing where the prisoner and the Parole Board are in verbal and visual contact.

Request – a hearing where all the evidence taken into consideration is written and the purpose is to ascertain the merits of a prisoner's request for an oral hearing following a negative decision at a paper hearing.

Paper Hearing – a hearing where all the evidence taken into consideration is written (note: does not include requests for oral hearing).

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

Deferred – a hearing where the Parole Board did not come to a decision and therefore another hearing will be required (for the purposes of these statistics deferrals also includes those cases adjourned).

### Review Types

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

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

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

### Sentence Types

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

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

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

## 2016/17 Parole Board Hearings

Completed paper hearings by the Parole Board 2012/13 - 2016/17, split by sentence type, review type and outcome

Paper Hearings		Determinate			Life			IPP			
		Negative	To Oral	Release	Negative	To Oral	Open	Negative	To Oral	Open	Release
Review	2012/13	403	42	140	818	1,154	0	1,192	1,623	0	*
	2013/14	279	117	118	653	1,420	0	993	2,042	0	*
	2014/15	342	373	72	410	1,340	0	493	1,869	0	*
	2015/16	486	485	44	*	*	*	*	*	*	*
	2016/17	398	421	41	*	*	*	*	*	*	1
Recall	2012/13	10,018	502	2,243	0	376	0	0	Inc in Life		0
	2013/14	9,128	991	1,603	0	438	0	0	Inc in Life		0
	2014/15	8,069	1,527	636	0	208	0	0	336		0
	2015/16	7,299	1,569	324	*	*	*	*	*		*
	2016/17	6,873	1,757	339	*	*	*	*	*		10
					<b>*2015/16</b>						
					<b>Life and IPP (ISP) – Review and Recall Combined</b>						
					<b>Negative</b>		<b>To Oral</b>		<b>Open</b>		
					969		2,933		3		
					<b>*2016/17</b>						
					<b>Life and IPP (ISP) – Review and Recall Combined</b>						
					<b>Negative</b>		<b>To Oral</b>		<b>Open</b>		
					898		3,001		0		
Advice	2013/14	0	0	0	1	40	0	0	50	0	
	2014/15	0	0	0	0	5	0	5	21	0	
	2015/16	Advice cases are not recorded by sentence type									
	2016/17	Advice cases are not recorded by sentence type									

## Requests for oral hearings considered by the Parole Board 2012/13 - 2016/17, split by sentence type, review type and outcome

Requests		Determinate		Life		IPP	
		Decline	Grant	Decline	Grant	Decline	Grant
Review	2012/13	inc in Recall	Inc in Recall	151	59	251	82
	2013/14	5	8	92	64	175	105
	2014/15	0	0	15	77	26	133
	2015/16	2	13	27	60	36	107
	2016/17	31	47	21	42	41	46
Recall	2012/13	938	307	All Recalled Life and IPP sentence offenders are automatically granted an oral hearing so there can be no requests for an oral hearing			
	2013/14	623	531				
	2014/15	430	660				
	2015/16	267	486				
	2016/17	332	401				
Advice	2013/14	0	0	0	0	0	0
	2014/15	0	0	0	0	0	0
	2015/16	0	0	0	0	0	0
	2016/17	0	0	0	0	0	0

## Completed oral hearings undertaken by the Parole Board 2012/13 - 2016/17, split by sentence type, review type and outcome

Oral Hearings		Determinate		Life		IPP			
		Negative	Release	Negative	Open	Release	Negative	Open	Release
Review	2012/13	10	25	241	481	397	347	656	469
	2013/14	16	28	313	469	379	323	740	501
	2014/15	72	74	382	359	350	518	612	486
	2015/16	215	252	463	344	372	620	488	591
	2016/17	176	261	353	382	385	488	436	645
Recall	2012/13	247	404	33	8	57	16	6	42
	2013/14	261	466	46	21	78	45	23	94
	2014/15	724	1,053	38	24	100	63	29	139
	2015/16	700	782	46	19	90	83	16	155
	2016/17	663	790	53	7	138	88	32	249
Advice	2013/14	0	0	3	8	0	6	14	1
	2014/15	0	0	4	11	0	3	4	3
	2015/16**	Negative		Open		Release			
		5		6		1			
	2016/17**	Negative		Open		Release			
	4		15		0				

## 2016/17 Parole Board Hearings – Summary

Paper hearings conducted by the Parole Board 2012/13 - 2016/17, split between whether the hearing was deferred or completed

Year	Total	Completed	Deferred or Adjourned
2012/13	18,600	18,511	89
2013/14	17,946	17,873	73
2014/15	16,172	15,706	466
2015/16	15,706	14,112	1,594
2016/17	16,866	13,739	3,127

Completed paper hearings by the Parole Board 2012/13 - 2016/17, split by outcome

Year	Total	Negative	Progression	To Oral	% To Oral
2012/13	18,511	12,431	2,383	3,697	20
2013/14	17,873	11,054	1,721	5,098	29
2014/15	15,706	9,319	708	5,679	36
2015/16	14,112	8,754	371	4,987	35
2016/17	13,739	8,169	391	5,179	38

Requests for oral hearings considered by the Parole Board 2012/13–2016/17, split by whether the request was granted or declined

Year	Total	Decline	Granted	% Granted
2012/13	1,788	1,340	448	25
2013/14	1,590	890	700	44
2014/15	1,341	471	870	65
2015/16	998	332	666	67
2016/17	961	425	536	56

Oral hearings conducted by the Parole Board 2012/13–2016/17, split between whether the hearing was deferred or completed

Year	Total	Completed Hearings	Deferred Hearings	% Completed
2012/13	4,628	3,439	1,189	74
2013/14	5,174	3,835	1,339	74
2014/15	6,872	5,048	1,824	73
2015/16	7,148	5,248	1,900	73
2016/17	7,377	5,165	2,212	70

## Completed oral hearings by the Parole Board 2012/13–2016/17, split by outcome

Year	Total	Progression	Negative	%Progression
2012/13	3,439	2,545	894	74
2013/14	3,835	2,822	1,013	74
2014/15	5,048	3,244	1,804	64
2015/16	5,248	3,116	2,132	59
2016/17	5,165	3,340	1,825	65

## All hearings conducted by the Parole Board 2012/13–2016/17

All Hearings	Total
2012/13	25,016
2013/14	24,710
2014/15	24,385
2015/16	23,852
2016/17	25,204

## All hearings conducted by the Parole Board 2011/12–2016/17 broken down by finance classification

Finance Classification	2012/13	2013/14	2014/15	2015/16	2016/17
3 member paper hearings (All Determinate Review and all ESP Annual Review)	860	974	847	NA *1	NA *1
1 member paper hearings A (All IPP and Life)	5,163	5,637	3,584	NA *1	NA *1
1 member paper Hearing B (All Determinate Recall except ESP Annual-Reviews)	12,577	11,335	7,316	NA *1	NA *1
1 member paper hearing (Member Case Assessment)	n/a	n/a	4,425	15,706	16,866
Duty Member paper hearing (All oral hearing requests)	1,788	1,590	1,341	998	961
Total paper hearings	20,388	19,536	17,513	16,704	17,827
1 member oral hearing (All Determinate Recall except ESP offenders)	656	804	1,886	NA	NA
All Determinate Recall except ESP Annual Review offender Oral hearings *2				1,897	1,468
3 member oral hearing (All IPP, Life and ESP)	3,972	4,370	4,986	NA	NA
All IPP, Life and Pre-release determinates (including ESP Annual Review) Oral hearings *3				5,251	3,128
Total oral hearings	4,628	5,174	6,872	7,148	7,377
<b>Total hearings</b>	<b>25,016</b>	<b>24,710</b>	<b>24,385</b>	<b>23,852</b>	<b>25,204</b>

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

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

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

# Challenges, Requests for Information, and Complaints

## Challenges

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

### Challenges, Claims and Requests 2011/12 – 2016/2017

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Challenges/enquiries/ information requests	682	592	n/a	n/a	n/a	n/a
Judicial Reviews	95	102	76	49	36	26
Private Law Claims	19	1	n/a	4	4	11
Pre-action claims for damages	52	38	20	89	463	1070
Pre-action claims for JR	-	-	-	299	244	214
Request for non-standard licence conditions to be inserted/varied/removed	427	319	n/a	n/a	n/a	n/a

## Freedom of Information Requests

### Freedom of Information Requests 2011/12–2016/2017

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Freedom of Information Requests	35	19	19	42	44	47

## Complaints

### Complaints 2011/12–2016/2017

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Complaints about the service provided by the Board	48	39	51	140	87	155

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

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

<b>Total complaints received</b>	<b>155</b>
<b>Complaint Category</b>	<b>Number</b>
Admin error - e.g. processing errors by operations team (including incorrect sharing of information)	18
Communication - e.g. any instance that involves parties not being kept informed of changes/developments within the review	3
Information sharing – e.g. unhappy with how the Board has shared information	1
Content of dossier incorrect or erroneous	6
Listing error - e.g. an error in listings meant the hearing could not go ahead	3
Delays in issuing a decision following an oral hearing or an issue with the content	10
Delays - e.g. backlog issues or timeframe for hearing to be listed/relisted	48
Hearing cancelled - e.g. unhappy with the reason a hearing did not go ahead as scheduled	4
Member practice - e.g. unhappy with the way a panel has conducted itself	37
Victim issues - e.g. anything relating to or from a victim	5
Complaints process - e.g. where previous letters have been sent but no response has been received	4
Decisions - e.g. unhappy with the outcome of a decision made by the Parole Board	5
Deferrals - e.g. unhappy with the reasoning behind a deferral	4
Other	7

Upheld/partially upheld	Not upheld	Still outstanding	Total completed
57	73	25	130

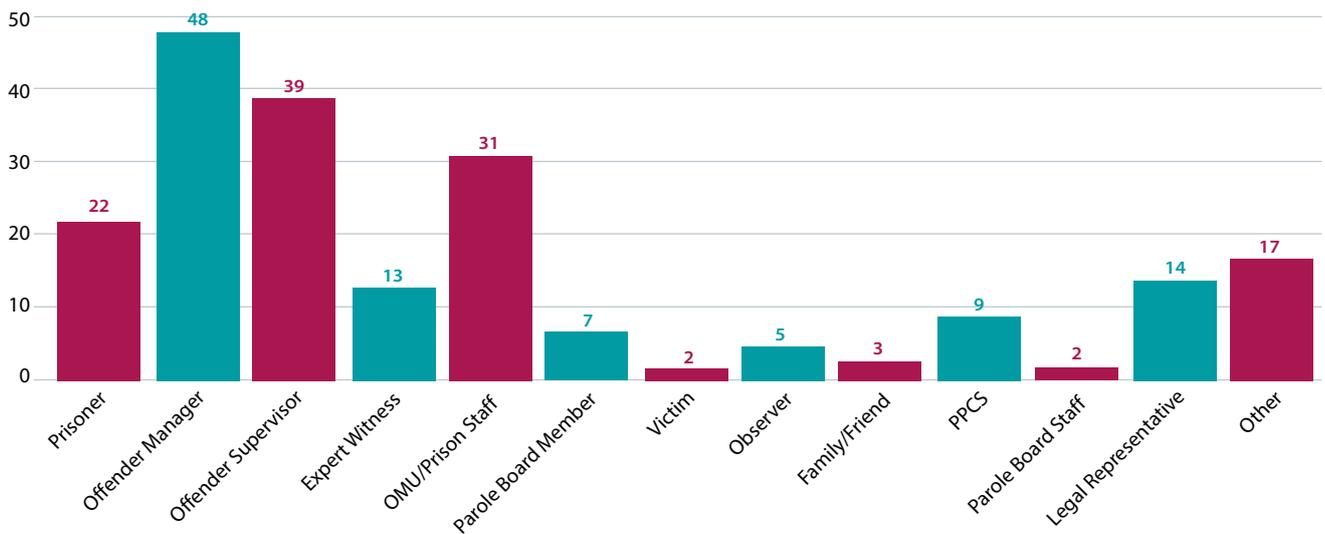
The number of complaints logged has increased substantially from last year, and, whilst we believe that this is a reflection of the increased oral hearing workload and subsequent delays, we also believe that it is due to improved systems of identifying and logging complaints.

This increase in complaints did lead to some pressures on the system and out of the 130 cases concluded, we were disappointed that only 49 (38%) were progressed within the timeframes set out in our Complaints Policy.

We were also disappointed that there were four complaints related directly to the complaints process itself. As a result a thorough review of complaint handling was commissioned by the chief executive and more dedicated resources are planned for the new reporting year.

## Stakeholder Feedback

The Parole Board ran an online survey for our justice partners, practitioners, prisoners (paper copies were provided) and victims to provide feedback on their experience of being involved with the Parole Board. It was issued directly to those who had been involved in an oral hearing between 14 March and 15 April 2016.



Q1 I have been involved with the Parole Board as a...

Above is a graph setting out who responded to the survey:

The highlights from the analysis of the feedback identified six broad themes:

- Our members listen, conduct hearings fairly and professionally and are skilled in communicating with prisoners and young people;
- The parole process is thorough but perceived to be long winded and can drag on, and does not always respond well to the needs of the wider system;
- Listing oral hearings takes too long and could be more transparent. The overwhelming feeling is that cases should be listed once dates to avoid are provided;

- Deferral of cases causes upset to prisoners. Further unnecessary delay is avoided where panels are able to identify a new date to re-list the case on the day or shortly afterwards;
- Delay leads to frustration and anxiety and it is important to keep people updated and let them know they are not forgotten;
- Video-link could be used more effectively if the ideal of everyone attending in person is not always practicable.

We would like to thank all those stakeholders who took the time to complete the survey. The insight from the feedback survey helped shape the Parole Board's strategy for the next four years.

We hope to launch the survey on our website as an ongoing route for stakeholders to provide information and this is planned for the next year.

### iii. Sustainable Development

The Parole Board is not required to prepare a sustainability report under the Greening Government Commitments. However, it is committed to operating in a more sustainable environment and reducing waste wherever possible in all supply chains. The Parole Board has been working towards becoming a paperless organisation and has already substantially reduced the amount of printed paper being generated and despatched to members. As at 31

March 2017, 94% of the membership were already trained and using digital alternatives to paper dossiers and 54% were working entirely digitally, including proceedings at oral hearing. The programme will deliver a fully digital organisation in 2017/18.



MARTIN JONES

Chief Executive and Accounting Officer

5 July 2017

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## 3. ACCOUNTABILITY REPORT

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# a. CORPORATE GOVERNANCE REPORT

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## Chief Executive's Report

### 1. Background and statutory framework

The Parole Board was established under the Criminal Justice Act 1967, and continued under the Criminal Justice Act 1991, which was amended by the Criminal Justice and Public Order Act 1994 to establish the Parole Board as an Executive Non-Departmental Public Body from 1 July 1996.

Under the provisions of the Crime (Sentences) Act 1997 and the Criminal Justice Act 2003, the Parole Board's work now concentrates on violent and sexual offenders and those who are recalled to custody following a breach of their licence conditions. Following the Legal Aid, Sentencing and Punishment of Offenders Act 2012 the Board are obliged to apply the same release test for indeterminate and determinate sentences.

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

#### The Parole Board:

- Considers, under the Criminal Justice Act 1991, the early release of determinate sentenced prisoners serving four years or more. Under the Parole Board (Transfer of Functions) Order 1998 and Coroners and Justice Act 2009 the Board has delegated authority to decide all such applications.
- Has authority, under the Crime (Sentences) Act 1997, to direct the release of life sentenced prisoners; those given indeterminate sentences for public protection; and persons detained at Her Majesty's Pleasure.
- Considers, under the Crime (Sentences) Act 1997 (in the case of life and indeterminate sentenced prisoners), cases of prisoners who have been recalled to custody, and considers, under the Criminal Justice Act 2003 (as amended by the Criminal Justice and Immigration Act 2008), cases of determinate prisoners who have been recalled to custody and determines whether re-release is appropriate.
- Considers the release (at the two third stage) of extended determinate sentence prisoners (EDS) imposed under the Legal Aid, Sentencing and Punishment of Offenders Act 2012.
- Considers the release (at the half way stage) of those serving a sentence for offenders of particular concern created under the Criminal Justice and Courts Act 2015.

The Parole Board is guided in its work by the Parole Board Rules 2016.

## 2. Mission statement

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

## 3. Principal activities

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

The Board has five functions in England and Wales:

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

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

All cases are subject to the same statutory test for release and require the same assessment of risk. Therefore, the fundamental principles in reviewing each case are the same.

All types of cases are initially considered on paper by a single Parole Board member, who is member case assessment (MCA) accredited. In all cases the parole review is based on a dossier of papers presented to

the Parole Board by the Public Protection Casework Section (PPCS) within the Safer Custody and Public Protection Group (SCPPG) of Her Majesty's Prison and Probation Service (HMPPS), on behalf of the SSJ. There will usually be representations from the prisoner, or legal representative (if one has been instructed), and sometimes a victim personal statement.

## 4. Review and hearing types

There are differences in the powers or remit the Parole Board has in certain cases, as set out below.

### Determinate sentence prisoner paper hearing reviews

Initial release paper reviews include discretionary conditional release (DCR), extended sentence for public protection (EPP/ESP), extended determinate sentence (EDS), deportees and sentence for offenders of particular concern (SOPC). The MCA member can:

- Direct release
- Make no direction to release
- Adjourn the case for further information
- Defer the case for a set period of time
- Direct that the case be heard at an oral hearing

The Parole Board also considers any determinate prisoner referred to it by the SSJ following recall to custody for a breach of their parole licence conditions (the rules which they must observe upon release) as to whether they are safe to re-release into the community. Post release paper reviews include standard determinate sentence prisoners (SDS), extended determinate sentence prisoners (EDS), and extended sentence for public protection prisoners (EPP/ESP). The MCA member can:

- Direct release
- Direct release at a future date (for recalled prisoners only)
- Make no direction to release
- Adjourn the case for further information
- Defer the case for a set period of time
- Direct that the case be heard at an oral hearing

## Determinate sentence prisoner oral hearing reviews

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

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

## Indeterminate sentence prisoner paper hearing reviews

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

- Direct release (for IPP/DPP on and post tariff prisoners only)
- Recommend the transfer to open conditions (only IPP/DPP prisoners, where the referral asks for such advice)
- Make no direction to release
- Adjourn the case for further information
- Defer the case for a set period of time
- Direct that the case be heard at an oral hearing \*

*\* the majority of life sentence prisoners recalled to custody will have their continued detention considered by way of an oral hearing, unless there are particular circumstances which do not require one. No recalled life sentence prisoner can be released by way of a paper review.*

## Indeterminate sentence prisoner oral hearing reviews

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

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

## 5. Basis for preparing the accounts

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

## 6. Funding

The Parole Board's sponsor is the Director General for Prison, Offender and Youth Justice Policy within the Ministry of Justice. The Parole Board's only source of funding is grant-in-aid which is provided by the Ministry of Justice. This comprised cash funding of £15,385,277 (2015/16 – £12,700,000).

In addition, the MoJ met costs of £1,438,000 for the Parole Board (2015/16 – £1,859,000) 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 £16,823,277 which was an increase of £2,264,277 from 2015/16 which was £14,559,000.

The Parole Board's cash at bank as at 31 March 2017 was £250,000.

## 7. Unit costs

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

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

Unit costs for Paper and Oral hearings have both increased primarily due to the increase in costs from 2015/16 (£16.1m) to 2016/17 (£19.2m) which equates to £3.1m. Explaining this increase in total cost, in 2016/17 the Board's strategic focus was to tackle its backlog of cases. This led to the recruitment of new members including training them and having them observe hearings; tackling some of the more complex cases in the backlog that required a greater member-per-panel ratio than prior year. As more cases were completed there was a corresponding increase in litigation and damages paid to those whose hearings had been delayed.

There was an increase in indirect overheads from the Board's investment in digitalisation which has had a consequent impact on unit costs for both paper and oral hearings, but this is expected to drive out efficiencies in future years.

The above has resulted in a 9% increase in oral hearing unit costs. In 2016/17, there was also a marked increase in paper deferrals, which contributed to an 8% increase in unit costs.

## 8. Audit

Internal audit services are provided by the Government Internal Audit Agency and in 2016/17 the amount charged for these services was £29,760 inclusive of VAT. This included the provision of 63 days' audit, attendance at meetings of the audit and risk committee and provision of guidance and assurance.

External audit is provided by the Comptroller and Auditor General, through the National Audit Office. The Certificate and Report of the Comptroller and Auditor General to the House of Commons is included in these Accounts. The Parole Board has accrued for £22,000 in respect of the statutory audit for 2016/17. The auditors received no remuneration for non-audit work. So far as the accounting officer is aware, there is no relevant audit information of which the external auditors are unaware. The accounting officer has taken all the steps that he ought to have taken to make himself aware of any relevant audit information, and to establish that the Parole Board's auditors are aware of that information.

## ii. Governance Statement

As accounting officer, I am responsible for the systems of internal control and risk management. I have put in place governance arrangements which follow best practice and follows HM Treasury/ Cabinet Office guidance in Corporate Governance in Central Government Departments: Code of Good Practice 2011 to the extent that the Parole Board's size and status allow. I have policies and procedures in place which enable me to maintain a sound system of internal control that supports the achievement of the Parole Board's policies and strategic aims and objectives, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me as accounting officer and in the Managing Public Money guidance.

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

### 1. Governance Framework

#### Founding legislation

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

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

#### Governance structure

I was appointed as interim chief executive officer in October 2015, and appointed on a permanent basis in May 2016. The Parole Board has in place a constitution, approved by the Parole Board membership, which formalises a delegation of functions, accountability procedures and safeguards.

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

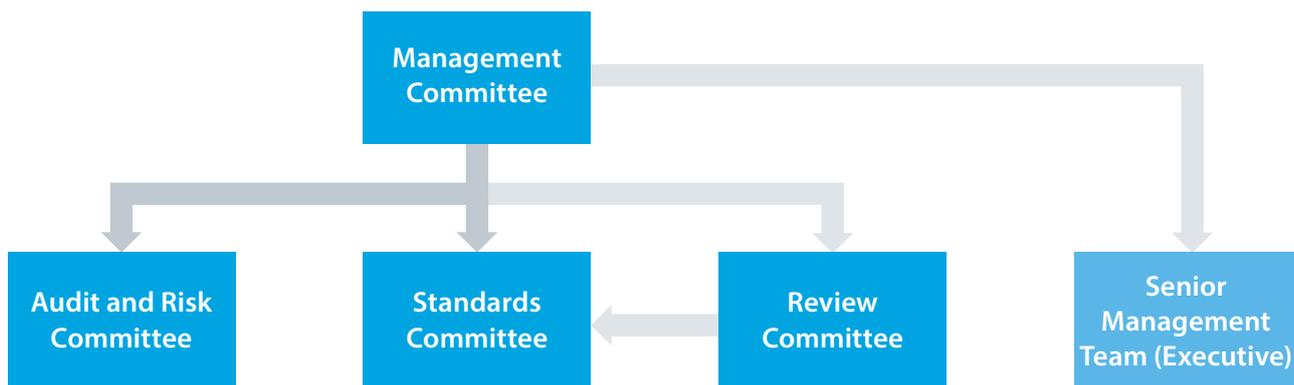
The management committee is the principal governance committee of the Parole Board which oversees the governance framework outlined here:

#### 1.1 The Management Committee (MC)

The MC includes three non-executive committee members, two have been in place for the duration of 2016/17, one passed away in September, and for the remainder of the year the MC sat with two non-executive committee members. A third member commenced in April 2017.

My colleagues on the MC consist of the chair and vice-chair of the Parole Board; our three directors: of members development and practice; business development and improvement; and operations; three Parole Board members; and three non-executive members, reducing to two in the second half of the year as set out above. A new judicial vice-chair was appointed in November 2016.

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



## The Governance Structure

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

During 2016/17 the MC met eight times during the year and was responsible for strategic issues including the development of the four-year strategy covering 2016 to 2020 and accompanying 15 month business plan covering January 2017 to March 2018. It received key management information to support and challenge the Parole Board's operation and performance and is responsible for casework policy. It was responsible for formally approving the Board's budget and approving its annual report and accounts. The terms of reference and operating procedures for the MC were formally approved in 2015.

A recommendation from the Parole Board's triennial review, published in January 2015, identified that the Parole Board should convene one open board meeting annually. We did this on 24 November 2016 and took a question and answer session from observers after the meeting. Another open meeting is planned at the same time in 2017/18.

### 1.2 The Audit and Risk Committee (ARC)

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

Membership of the ARC consists of two non-executive members of the Parole Board MC, one of whom acts as chair of the ARC; a second non-executive committee member and a maximum of two other Parole Board members (one to be drawn from the MC). The chair of the committee is a qualified accountant. The chair passed away in September and the other non-executive director acted as interim chair for the remainder of 2016/17. A new chair, who is a qualified accountant, started in April 2017.

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

I attend all meetings of the ARC. Meetings are also attended by internal audit representatives from the GIAA and external audit representatives from the NAO.

The ARC met five times during 2016/17. After each ARC meeting, a copy of the minutes of that meeting are provided and the ARC chair highlights any issues which require specific direction and response from the MC.

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

### 1.3 The Standards Committee (SC)

The SC met for the first time in May 2015.

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

Membership of the SC consists of either one of the Parole Board MC members or one of the non-executive management committee members who will act as chair of the SC; a maximum of four other Parole Board members (including a judicial member, a specialist member and two independent members) and the director of member development and practice.

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

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

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

### 1.4 The Review Committee (RC)

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

The RC sits outside the formal management structure, to retain its independent scrutiny role. Membership of the RC consists of the judicial vice-chair of the Parole Board (who will chair the RC), the director of member development and practice, a maximum of four other Parole Board members (including a judicial member, a specialist member and at least one independent member) and a maximum of three external members.

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

The RC meets at least quarterly.

It is the responsibility of the director of member development and practice to act as the reporting conduit between the SC, the RC and the MC.

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

### 1.5 The Senior Management Team (SMT)

I chair monthly meetings of the SMT which all directors attend. The SMT receives reports on performance and finance. It creates the business plan for the MC as well as the corporate governance statement and prepares the Board's budget. It also reviews the organisation's risks quarterly. The budget is formally devolved to management budget holders early in each new financial year. The SMT approves the annual updates to the business continuity plan, IT and health and safety policies.

Performance issues at a tactical level are discussed by operational managers at the business delivery group and key data is shared with the SMT.

### 1.6 Other committees and groups:

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

These include the:

- Equality and Diversity Advisory Group (Quarterly)
- Health and Safety Committee (Quarterly)

- Business Delivery Group (Monthly)
- Change Forum (Fortnightly)
- Employee Engagement Group (Monthly)
- Reward and Recognition Team (Monthly)

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

### 1.7 Attendance at Meetings

The table below sets out the attendance of the Parole Board management, non-executives and part-time members at meetings during the year 2016/17.

### Meetings attended per member

		Management Committee	Audit & Risk Committee	Standards Committee
Executive Management	Professor Nick Hardwick, Chairman	7 of 8	-	1 of 4
	Martin Jones, Chief Executive	8 of 8	5 of 5	-
	Stephanie McIntosh, Full-time member and Director of Member Development and Practice	8 of 8	1 of 5	4 of 4
	Miranda Biddle, Director of Operations	7 of 8	1 of 5	-
	Faith Geary, Director of Business Improvement and Development	7 of 8	1 of 5	-
	Nigel Patterson, Director Corporate Affairs (to 30 June 2016)	2 of 8	1 of 5	-
Non-Executives and Part-time Members	Cedric Pierce, Part-time member	8 of 8	-	-
	Geraldine Berg, Part-time member	7 of 8	5 of 5	-
	Simon Ash, Part-time member	8 of 8	-	-
	Philip Geering, Part-time member	-	4 of 5	-
	Nigel Bonson, Part-time member	-	-	4 of 4
	Andy Dale, Part-time member	-	-	4 of 4
	Roisin Hall, Part-time member	-	-	4 of 4
	Leslie Spittle, Part-time member	-	-	4 of 4
	Sir John Saunders, Part-time member (from 24 November 2016)	3 of 8	-	-
	Julian Lee, Non-Executive Director (to 22 September 2016)	4 of 8	2 of 5	-
	Dale Simon, Non-Executive Director	7 of 8	-	4 of 4
	Caroline Corby, Non-Executive Director	8 of 8	5 of 5	-

### 1.8 Sponsorship arrangements:

Since 3 April 2017, the Parole Board has been sponsored by the Offender Reform and Commissioning Group (previously Prison, Offender and Youth Justice Policy Group) within the MoJ. In addition to the governance framework outlined above, the ALB Governance Division, Justice and Courts Policy Group within the MoJ, is the Parole Board's assurance partner. For the duration of 2016/17 the Parole Board's impact level assessment from the MoJ's principal accounting officer remained a level three reflecting the significant and sensitive work that we do that contributes to our overall risk profile.

I meet quarterly with the Head of the ALB Governance Division to review and monitor performance, risk and delivery of business plan objectives. The ALB Governance Division supports the work of the Board in relation to other criminal justice system agencies and provides the vital link between the Parole Board and ministers.

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

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

The performance of the MC as a whole was formally appraised in January 2017 by the chair. Collective performance was appraised against the MC terms of reference.

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

Attendance of members of the MC during 2016/17 was an average 92% across its membership.

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

### 2.1 Data Quality

Meeting agendas and papers were circulated electronically a week in advance and provided sufficient evidence for sound decision-making. Agendas were planned to ensure that all areas of the Board's responsibility were examined during the year. For the March 2017 meeting all papers were circulated electronically in an interactive pack allowing easier searching and annotating of the papers to make accessing the papers easier going forwards. Data presented to the Committee is regularly checked to ensure it is up-to-date and is consistent across reports generated.

## 3. Highlights of committee reports, notably by the management committee and the audit and risk committee

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

Key issues for the MC during 2016/17 were setting the strategic direction of the organisation and development of the four-year strategy, and reviewing our governance procedures.

Key issues for discussion in the ARC during 2016/17 included finalisation of the 2015/16 Annual Report and Accounts, the transition to new human resources, finance and procurement IT systems, and the Board's budget for 2016/17.

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

I have put in place governance arrangements which follow best practice and the Code of Good Practice 2011 to the extent that the Board's size and status allows.

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

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

##### 4.1 Internal Audit

Internal audit provided a total of 63 days' resource for the Board and have audited the following: workforce planning; members' IT; members' payments; the implementation of *Phoenix*; and compensation payments.

Internal Audit reported to each meeting of the ARC. At least annually, the Head of Audit Operations provides me with a report on internal audit activity. The report includes their independent opinion on the adequacy and effectiveness of the Board's system of internal control. The overall opinion of the Head of Internal Audit for 2016/17 was Moderate.

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

Internal Audit carried out a governance review in February 2016. The Parole Board was given a Moderate rating and recommendations in the following areas were given to improve the overall arrangements in place:

1. "We recommend that the chief executive ensures that the minutes of meetings of all sub-committees are provided to the MC and that the minutes of the MC meetings accurately, but succinctly, reflect any discussions around them."

This recommendation was successfully implemented.

2. "We recommend that the chief executive considers alternative mechanisms to effectively share and communicate the published minutes of the MC and its sub-committee to members and staff."

This recommendation was successfully implemented and the Parole Board's intranet was launched in January 2017.

3. "We recommend that the chief executive ensures that performance against milestones is regularly reported, reviewed and the necessary corrective action taken, where possible."

This recommendation has been implemented and I incorporate updates on strategy milestones in my reports.

4. "We recommend that the chief executive ensures that the risk register is sufficiently detailed to enable the management of risks to be appropriately addressed."

This recommendation has been successfully implemented and we now have a strategic risk register reflecting the main risks to delivering the strategy.

##### 4.2 Shared Services Assurance

The cross-government shared service operation is subject to a range of independent assurance activity. In 2016/17, this has included an ISAE3402 report from PricewaterhouseCoopers (PwC), which covered SSCL's controls framework and assurance, and confirmed the vast majority of key controls are operating as designed. However, the report was qualified by PwC because of exceptions found in the operation of 29 controls (of which, 16 relate to the MoJ Group). The MoJ and GIAA, on behalf of the Departmental Group, has reviewed these exceptions and concluded that, while of concern none are fundamental to these financial statements or governance statement.

The Parole Board completed its migration from the Phoenix platform to the new cross-government Single Operating Platform (SOP) in January 2017, along with other bodies across the MoJ. The migration in January 2017 followed a delay in the migration from November 2016 as originally planned.

As with any system migration there are a number of defects in reporting and controls which are being urgently resolved with the shared services provider. While none of these issues are deemed to be significant there are multiple issues which when combined have hampered the Parole Board's ability to report accurately on a timely basis across HR and finance activities. Additional assurance procedures and control assessment work have been implemented as part of the production of the financial statements. This will form the focus for controls and systems optimisation in the 2017/18 financial year.

## **5. Managing risk and governance**

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

The risk management framework that I have embedded within the Parole Board ensures that risks to achieving its strategy, objectives and milestones are properly identified, managed and monitored. On an annual basis the strategic risk register is reviewed and the approach to risk throughout the organisation is revisited. Assurances across the business are assessed to evaluate the combined risk level resulting from the impact and likelihood of a particular risk. Risk appetite is determined by reference to the business objectives and the degree to which threats to these can be absorbed while maintaining the Board's reputation amongst its stakeholders and society at large.

Where risks/issues start to exceed the capacity of the Parole Board to autonomously absorb them, they are escalated either formally through business assurance meetings with our sponsor or to our senior stakeholders who contribute to the mitigation of the risks.

### **5.2 Operation of the governance framework**

Individual key risks are assigned to named individuals and risks reviewed on a systematic basis by the SMT (monthly) and also the ARC who will then advise me and MC. Additionally, major projects each have their own risk register identifying, measuring and monitoring risks to the project's objectives.

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

Internal audit services are provided by the Government Internal Audit Agency (GIAA) and the annual audit plan takes into account the risks recorded on the strategic risk register. The Comptroller and Auditor General provides the external audit service. Actions are agreed in response to recommendations made and are followed up to review progress on implementation.

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

A total of 15 information incidents were recorded during 2016/17: six of which were actual or potential losses external to the Parole Board premises; three were actual or potential losses within the Parole Board; four related to unauthorised disclosure; and two were related to failure to report an incident and IT issues.

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

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

## 5.4 Ministerial directions

The Board received no ministerial directions during the year.

## 6. Fraud and whistle blowing policies

All of the Parole Board's HR policies were reviewed during the year, including the fraud and whistle blowing policy. This policy will be tested during 2017/18 as it has been included in the internal audit programme.

## Accounting officer's statement

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

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

This has been another year of significant change for staff and members, change that will continue into 2017/18 and change that has to be accommodated against a backdrop of increasing work pressures. However with this change comes the opportunity to challenge ourselves and our partners to develop a more efficient and effective service.



MARTIN JONES

Chief Executive and Accounting Officer

5 July 2017

### iii. Statement of accounting officer's responsibilities

Under Schedule 19 of the Criminal Justice Act 2003 the Parole Board is required to prepare a statement of accounts for each financial year in the form and on the basis directed by the Secretary of State, with the approval of the Treasury.

The accounts are prepared on an accruals basis and must give a true and fair view of the Parole Board's state of affairs at the year end and of its comprehensive net expenditure, cash flows, and taxpayers' equity for the financial year.

In preparing the accounts the accounting officer is required to comply with the requirements of the *Government Financial Reporting Manual* and in particular to:

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

- Observe the Accounts Direction issued by the Secretary of State with the approval of the Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards as set out in the **Government Financial Reporting Manual** have been followed, and disclose and explain any material departures in the financial statements; and
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Parole Board will continue in operation.

The Permanent Secretary of the Ministry of Justice has appointed the chief executive of the Parole Board as its accounting officer. The chief executive's relevant responsibilities as accounting officer, including his responsibility for the propriety and regularity of the public finances for which he is answerable, for keeping of proper records, and for safeguarding the assets of the Parole Board, are set out in the Non-Departmental Public Bodies' Accounting Officers' Memorandum issued by HM Treasury and published in *Managing Public Money*.

## b. REMUNERATION AND STAFF REPORT

### i. Remuneration Policy

The chairman, and all other members of the Parole Board, are appointed by the Secretary of State (SSJ) under the Criminal Justice Act 2003, and are therefore statutory office-holders. Most members serve on a part-time basis and are fee-paid. One member serves on a full-time basis and is salaried, splitting their time between sitting as a member and acting as a director. The full-time member serves on the management committee as do four part-time members appointed by the chairman of the Parole Board. The chief executive (who is not a statutory member of the Board) also serves on the management committee.

This report discloses the remuneration of those serving on the management committee (comprising the chairman, four part-time other members, one full time member, the chief executive and two other directors). This disclosure is made in order to comply with Treasury requirements to show the remuneration of those who influence the direction of the entity as a whole.

Remuneration is determined as follows:

- for the chairman, by the SSJ, currently set at a rate of £400 per day for 104 days
- for the full-time members, a salary commensurate with Parole Board pay scales
- for the part-time members (including those serving on the management committee), at a fixed and non-pensionable rate of £300 (2015/16: £300) for each day on which they attend Parole Board meetings
- for the chief executive, by the MoJ on the Senior Civil Service pay scales in accordance with the recommendation of the Senior Salaries Review

Body. The extent of performance-related pay due to these staff is assessed under the Ministry of Justice pay and reward framework

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

Objectives for the chairman are set by the SSJ.

Performance development reviews linked to the Parole Board's business plan are used in assessing the performance for the chief executive, the full-time members, senior managers and the staff.

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

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

### Tenure arrangements

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

	Tenure Expiry Date
Professor Nick Hardwick Appointed 21 March 2016 Chairman	21 March 2019
Stephanie McIntosh Appointed 01 August 2013 Full-time member	01 August 2018

## **Service contracts**

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

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

compensation as set out in the Civil Service Compensation Scheme. Further information about the work of the Civil Service Commission can be found at:

[www.civilservicecommission.org.uk](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.

## ii. Audited Remuneration

### Single total figure of remuneration

Officials	Salary		Performance related pay		Pension benefits <sup>5</sup>		Total	
	2016/17 £000	2015/16 £000	2016/17 £000	2015/16 £000	2016/17 £000	2015/16 £000	2016/17 £000	2015/16 £000
Professor Nick Hardwick Chairman	40-45	0-5 (FYE 40-45)	-	-	-	-	40-45	0-5
Martin Jones Chief Executive	75-80	35-40 (FYE 80-85)	-	-	47	62 <sup>6</sup>	125-130	95-100
Stephanie McIntosh Full-time member	65-70	65-70	0-5	0-5	48	26 <sup>6</sup>	115-120	90-95 <sup>6</sup>
Miranda Biddle Director Operations	70-75	70-75	0-5	-	28	28	100-105	95-100
Faith Geary Director Business Development	60-65	30-35 (FYE 60-65)	0-5	-	36	29 <sup>6</sup>	95-100	60-65 <sup>6</sup>
Nigel Patterson Director Corporate Affairs <sup>1</sup>	35-40 (FYE 60-65)	20-25 (FYE 60-65)	-	-	4	13 <sup>6</sup>	40-45	35-40 <sup>6</sup>
Cedric Pierce Part-time member	0-5	0-5	-	-	-	-	0-5	0-5
Geraldine Berg Part-time member	0-5	0-5	-	-	-	-	0-5	0-5
Simon Ash Part-time member	0-5	0-5	-	-	-	-	0-5	0-5
Sir John Saunders Part-time member <sup>2</sup>	0-5	-	-	-	-	-	0-5	-
Julian Lee Non-Executive Director <sup>3</sup>	0-5	5-10	-	-	-	-	0-5	5-10
Dale Simon Non-Executive Director	5-10	10-15	-	-	-	-	5-10	10-15
Caroline Corby Non-Executive Director	5-10	5-10	-	-	-	-	5-10	5-10

(1) Nigel Patterson left the Parole Board on 30 June 2016. He received £19.3k payment in lieu of notice and £1.2k unpaid annual leave. These are included in the salary column above.

(2) Sir John Saunders was appointed to the Board as vice-chairman on 24 November 2016.

(3) Julian Lee's last Board meeting was 28 July 2016.

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

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

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

## Salary

'Salary' includes: gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; and any other allowance to the extent that it is subject to UK taxation. Performance related pay is shown separately. These figures are exclusive of VAT, which is payable in respect of services provided as a secondee and also exclude any severance pay in respect of compulsory redundancies and voluntary early departures.

## Benefits in Kind

There were no benefits-in-kind provided to any of the above in 2016/17 or 2015/16.

## Audited pay multiples

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid directors in their organisation and the median remuneration of the organisation's workforce. The banded remuneration of the highest paid director at the Parole Board at 31 March 2017 was £75-80k (2015/16 £85-90k). This was 3.1 times (2015/16, 3.4 times restated) the median remuneration of the workforce, which was £24,770 (2015/16 £24,476 restated). During the financial year, the remuneration ranged from the minimum band of £15-20k to the highest band of £75-80k (2015/16 £15-20k to £85-90k). No employees received remuneration in excess of the highest paid director (2015/16 Nil).

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

## Audited pension entitlement

The audited pension entitlements of the full-time members, chief executive and directors during 2016/17 were as follows:

Name	Accrued pension at pension age as at 31/3/17 and related lump sum £000	Real increase in pension and related lump sum at pension age £000	CETV at 1 April 16 £000	CETV at 31 March 17 £000	Real increase in CETV £000
Martin Jones	20 – 25 plus a lump sum of 60-65	2.5 – 5 plus a lump sum of 0 – 2.5	335 <sup>1</sup>	376	24
Stephanie McIntosh	15 – 20	2.5 – 5	149 <sup>1</sup>	183	24
Miranda Biddle	0 – 5	0 – 2.5	23	41	12
Faith Geary	10 – 15 plus a lump sum of 30 – 35	0 – 2.5 plus a lump sum of 0 – 2.5	135	158	13
Nigel Patterson	15 – 20	0 – 2.5	288 <sup>1</sup>	293	4

<sup>1</sup> Amounts have been restated as revised information has been received during the year from our pension provider.

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

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

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under **classic**, **premium**, **classic plus**, **nuvos** and **alpha** are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within ten years of their normal pension age on 1 April 2012 remained in

the PCSPS after 1 April 2015. Those who were between ten years and 13 years and five months from their normal pension age on 1 April 2012 will switch into **alpha** sometime between 1 June 2015 and 1 February 2022. All members who switch to **alpha** have their PCSPS benefits ‘banked’, with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or **alpha** – as appropriate.) Where the official has benefits in both the PCSPS and **alpha** the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a ‘money purchase’ stakeholder pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 3% and 8.05% of pensionable earnings for members of **classic** (and members of **alpha** who were members of **classic** immediately before joining **alpha**) and between 4.6% and 8.05% for members of **premium**, **classic plus**, **nuvos** and all other members of **alpha**. Benefits in **classic** accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years’ initial pension is payable on retirement. For **premium**, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike

**classic**, there is no automatic lump sum. **Classic plus** is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per **classic** and benefits for service from October 2002 worked out as in **premium**. In **nuvos** a member builds up a pension based on their pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in **alpha** build up in a similar way to **nuvos**, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The **partnership** pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% up to 30 September 2015 and 8% and 14.75% from 1 October 2015 (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary up to 30 September 2015 and 0.5% of pensionable salary from 1 October 2015 to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of **classic**, **premium** and **classic plus**, 65 for members of **nuvos**, and the higher of 65 or State Pension Age for members of **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes, but note that part of that pension may be payable from different ages.)

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

## Cash Equivalent Transfer Values

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

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

## Real increase in CETV

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

## iii. Staff Report

### 1. Audited Staff Costs

	2016/17 £'000	2015/16 £'000
<b>Permanent Staff</b>		
Salaries and wages, including overtime	3,282	3,142
Pension contributions	555	549
Social security costs	328	249
	4,165	3,940

### Seconded Staff

Seconded staff		
Salaries and wages	3	38
Pension contributions	1	8
Social security costs	-	3
	4	49
<b>Agency staff</b>	111	516

### Parole Board Members' Fees

Fees	7,020	5,880
Social security costs	752	666
	7,772	6,546
<b>Total</b>	<b>12,052</b>	<b>11,051</b>

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

The PCSPS and the Civil Servant and Other Pension Scheme (CSOPS) – known as "alpha", are unfunded multi-employer defined benefit schemes where The Parole Board is unable to identify its share of the underlying assets and liabilities. The Scheme Actuary valued the scheme as at 31 March 2016. Details can be found in the Accounts of the Cabinet Office: Civil Superannuation at: <https://www.gov.uk/government/publications/cabinet-office-civil-superannuation-accounts-2015-to-2016>.

For 2016/17, employers' contributions of £542k were payable to the PCSPS (2015/16: £549k) at one of four rates which ranged from 20% to 24.5% (2015/16: 20.0% to 24.5%) of pensionable pay, based on salary bands. The Scheme Actuary reviews employer contributions approximately every four years following a full scheme valuation. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions to partnership pension accounts were £13k (2015/16: £9k) and were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions, which are age-related, ranged from 8.00% to 14.75% (2015/16: 8.00% to 14.75%) of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay.

In addition, employer pension contributions equivalent to 0.5% (2015/16: 0.5%) of pensionable pay were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of employees in the PCSPS.

The average number of employees, which excludes the chairman and the full-time member, during the year were as follows:

	2016/17				2015/16
	Employed	Seconded	Agency	Total	Total
Management	4	-	-	4	4
Casework	106	-	-	106	105
Corporate Services	5	-	6	11	8
<b>Total</b>	<b>115</b>	<b>0</b>	<b>6</b>	<b>121</b>	<b>117</b>

## 2. Audited Members' Costs

The emoluments (non-pensionable) of the highest paid part-time Board member were £152,298 (2015/16 – £147,453). Part-time members are not employees of the Board and are appointees. They are paid a fee for each service they perform for the Board.

Payments of part-time members' emoluments were within the following ranges:

	2016/17 No.	2015/16 No.
Not exceeding £5,000	56	56
5,000 - 9,999	19	9
10,000 - 14,999	8	18
15,000 - 19,999	10	20
20,000 - 24,999	16	21
25,000 - 29,999	18	14
30,000 - 34,999	11	9
35,000 - 39,999	10	13
40,000 - 44,999	14	13
45,000 - 49,999	15	10
50,000 - 54,999	12	6
55,000 - 59,999	2	4
60,000 - 64,999	5	5
65,000 - 69,999	6	4
70,000 - 74,999	2	4
75,000 - 79,999	1	3
80,000 - 84,999	1	2
85,000 - 89,999	2	1
90,000 - 94,999	4	2
95,000 - 99,999	1	1
100,000 - 109,999	3	1
110,000 - 119,999	2	0
120,000 - 129,999	0	0
130,000 - 139,999	2	1
140,000 - 149,999	0	1
150,000 - 159,999	1	0
<b>Total</b>	<b>221</b>	<b>218</b>

Total member numbers of 221 (2015/16: 218) includes members who are not active. There were 212 active members as at 31 March 2017.

	2015-16		
	Compulsory redundancies	Other departures	Total exit packages
Exit package cost band	Number	Number	Total number
< £10,000	-	1	1
£10,000 to £50,000	-	-	-
£50,001 to £250,000	-	-	-
Total number of exit packages by type	-	-	-
<b>Total cost of exit packages by type (£000)</b>	-	<b>7</b>	<b>7</b>

### 3. Civil Service and other compensation schemes: exit packages

Redundancy and other departure costs are paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in accordance with IAS19 Employee Benefits within the financial statements.

In 2015/16, the MoJ accounted for a Voluntary Early Departure Scheme relating to the Parole Board as it was liable to pay for the redundancy and other departure costs of this Scheme on behalf of The Parole Board. The table above sets out the number of exit packages relating to this Scheme that were disclosed within the 'Civil Service and other compensation schemes- exit package' table on page 59 of the MoJ Annual Report and Accounts 2015/16. These employees left The Parole Board in 2016/17.

### 4. Off-payroll engagements

As part of the 'Review of Tax Arrangements of Public Sector Appointees' published by the Chief Secretary to the Treasury on 23 May 2012, departments and their ALBs published information in relation to the number of off-payroll engagements. As at 31 March 2017, there have been no instances of non-tax compliant off-payroll engagements. Further details of off-payroll engagements can be found in the MoJ Annual Report and Accounts 2016/17.

### 5. Spend on consultancy

Expenditure on consultancy in 2016-17 was £626k.

### 6. Investors in People

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

The EEG, in collaboration with the SMT and the social committee, once again took charge of the planning and running of an all staff development day held at the National Archives in Kew during April 2016. This event facilitated staff working with each other to engage and build relationships and develop delivery plans for the year ahead.

## 7. Member and employee involvement

Members have undertaken a record amount of casework as well as participated in many other roles in the organisation as trainers, facilitators, mentors, and committee members during 2016/17. A total of nine members achieved chair accreditation and two have achieved accreditation as duty members. 20 training events delivered across the year were well attended, covering subjects such as managing deferrals and adjournments, refresher training, MCA training, awareness training on offenders with personality disorders and offenders with learning difficulties, practice observation and mentoring skills. 187 peer quality assessments were completed, supported by five quality assessor workshops. Four members sit on the review committee and four members undertake the serious further offence reviews for it. Five members sit on the standards committee. Members have helped to shape the organisational strategy and contributed to major projects such as the recruitment and training of new members; and have also participated in initiatives such as the member victims' focus group and the member led group that is reviewing the Parole Board's approach to risk (RADAR).

This year we achieved a tremendous 93% participation with the annual staff survey. This highlighted areas where attention and improvement would help maintain staff engagement within the organisation. These results shaped much of the work of the EEG. The EEG group has been working collaboratively with the SMT to develop the joint engagement strategy based on identified actions from the staff engagement survey, all of which will support the Parole Board in delivering against objective 5.4 of its strategic objectives:

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

We have continued to improve internal dialogue and now have very effective and regular all staff briefings where staff have the opportunity to hear about developments, question or raise matters, and share ideas. We launched our own dedicated intranet and established a blog area for all staff. The chief executive continued to have regular open door sessions and the SMT consulted widely with staff on developing its second *people plan*, an initiative targeted at ensuring we had the right resources in the right places, and to progress recruitment of a series of existing and new posts.

## 8. Sickness absence data

The average number of working days lost (AWDL) due to sickness for staff at the Parole Board was 5.0 for the nine month period April to December 2016. The AWDL for the year April 2015 to March 2016 was 8.1 days. Data for the period January to March 2017 is not included in the current year figure as work on collating this information is ongoing.

The Parole Board's wellbeing strategy continues to support managers to address the primary causes of sickness absence. Throughout 2016/17 we have encouraged early intervention and promoted wellbeing support options to all employees to encourage a preventative approach to reducing sickness absence. This approach is consistent with the wider Civil Service strategy. Reducing AWDL continues to be a priority for all leaders at the Parole Board. Progress is monitored regularly by the SMT.

## 9. Equality and diversity

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

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

The equality and diversity advisory group is chaired by a Parole Board member and reviews initiatives within the Parole Board secretariat and the membership, as well as wider aspects related to fairness to those engaged in the parole process, for example prisoners and victims. Over the year it has focused on developing an action plan for 2017 to 2020 and held a workshop to develop a framework and priorities.

#### As at 31 March 2017:

- The MC was made up of 11 members, six female and five male.
- The Parole Board had only one member of staff at Senior Civil Servant (SCS) level, who sits on the MC and is therefore included above.
- The Parole Board employed 123 members of staff (120.4 FTE) 77 females (75.2 FTE) and 46 males (45.2 FTE).

- There were 212 current Parole Board members, of which 49 were members who commenced their tenure in December 2016. Of the current membership, 104 are females and 108 are males. 44 additional new members and nine members receiving new tenures (37 female and 18 male), were appointed in 2016 but will commence their first or renewed tenure in July 2017.

## 10. Health and safety

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

# C. PARLIAMENTARY ACCOUNTABILITY AND AUDIT REPORT

## i. Audited Losses and Special Payments

Amounts relating to compensation claims are a result of judicial reviews and do not include legal costs. The constructive loss and extra-contractual payment

relate to a project to build a new case management system which was announced in March 2017 would not go ahead.

	31 March 2017		31 March 2016	
	Number	£'000	Number	£'000
Compensation payments to prisoners	578	938	249	554
Extra-contractual payment	1	43	-	-
Constructive loss	1	472	-	-
<b>Total</b>	<b>580</b>	<b>1,453</b>	<b>249</b>	<b>554</b>

There was no other irregular spend during the year (audited).

## ii. Remote Contingent Liabilities

In addition to contingent liabilities reported within the meaning of IAS 37, the Parole Board discloses, for parliamentary reporting and accountability purposes, contingent liabilities where the likelihood of a transfer of economic benefit is remote. There were no remote contingent liabilities this year (audited).



MARTIN JONES

Chief Executive and Accounting Officer

5 July 2017

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## d. THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO HOUSES OF PARLIAMENT

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I certify that I have audited the financial statements of the Parole Board for the year ended 31 March 2017 under the Criminal Justice Act 2003. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration and Staff Report and the Parliamentary Accountability disclosures that is described in those reports as having been audited.

### **Respective responsibilities of the accounting officer and auditor**

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

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting

policies are appropriate to the Parole Board's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Parole Board; and the overall presentation of the financial statements. In addition, I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

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

### **Opinion on regularity**

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

## Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Parole Board's affairs as at 31 March 2017 and of its net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Criminal Justice Act 2003 and Secretary of State directions issued thereunder.

## Opinion on other matters

In my opinion:

- the parts of the Remuneration and Staff Report and the Parliamentary Accountability disclosures to be audited have been properly prepared in accordance with Secretary of State directions made under the Criminal Justice Act 2003; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

## Matters on which I report by exception

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

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

## Report

I have no observations to make on these financial statements.

SIR AMYAS C E MORSE

Comptroller and Auditor General

7 July 2017

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



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## 4. FINANCIAL STATEMENTS

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# Statement of Comprehensive Net Expenditure

## for the year ended 31 March 2017

	Notes	2016/17 £'000	2015/16 £'000
<b>Expenditure</b>			
Staff and member costs	2	12,052	11,051
Other operating costs	3	7,183	5,052
Net loss on disposal of assets	3	8	-
<b>Net expenditure for the year</b>		<b>19,243</b>	<b>16,103</b>
<b>Other Comprehensive Net Expenditure</b>			
Net (gain)/loss on revaluation of:			
Property, plant and equipment	4	(31)	-
Intangible assets	5	(160)	-
<b>Total Comprehensive net expenditure</b>		<b>19,052</b>	<b>16,103</b>

The notes on pages 76 to 84 form part of these accounts.

# Statement of Financial Position

as at 31 March 2017

	Note	2016 £'000	2015 £'000
<b>Non-Current Assets</b>			
Property, plant & equipment	4	281	65
Intangible assets	5	333	327
<b>Total non-current assets</b>		<b>614</b>	<b>392</b>
<b>Current Assets</b>			
Trade and other receivables	6	30	97
Cash at bank	7	250	65
<b>Total current assets</b>		<b>280</b>	<b>162</b>
<b>Total Assets</b>		<b>894</b>	<b>554</b>
<b>Current Liabilities</b>			
Trade & other payables	8	(3,088)	(1,565)
Provisions	9	(1,389)	(343)
<b>Total current liabilities</b>		<b>(4,477)</b>	<b>(1,908)</b>
<b>Total assets less total liabilities</b>		<b>(3,583)</b>	<b>(1,354)</b>
<b>Taxpayers' Equity:</b>			
General Fund		(3,619)	(1,354)
Revaluation Reserve		36	-
<b>Total Equity</b>		<b>(3,583)</b>	<b>(1,354)</b>

The notes on pages 76 to 84 form part of these accounts.



MARTIN JONES

Chief Executive and Accounting Officer

5 July 2017

# Statement of Cash Flows

for the year ended 31 March 2017

	Notes	2016/17 £'000	2015/16 £'000
<b>Cash flows from operating activities</b>			
Net expenditure for the year		(19,243)	(16,103)
Adjustments for non-cash transactions:			
– MoJ overhead recharges	3	1,438	1,751
– Costs incurred by the Board but settled by MOJ	3	-	108
– Depreciation, amortisation and write offs	3	854	218
– Provisions provided in the year	9	1,389	-
Decrease in trade and other receivables	6	67	22
Increase in trade and other payables	8	1,523	256
Less: Movements in payables not passing through SoCNE		(463)	-
Utilisation of provisions	9	(343)	133
<b>Net cash outflow from operating activities</b>		<b>(14,778)</b>	<b>(13,615)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant & equipment	4	(263)	(20)
Purchase of intangible assets	5	(159)	(26)
<b>Net cash outflow from investing activities</b>		<b>(422)</b>	<b>(46)</b>
<b>Cash flows from financing activities</b>			
Grant-in-aid received from Ministry of Justice		15,385	12,680
Capital grant received		-	20
<b>Net financing</b>		<b>15,385</b>	<b>12,700</b>
Net increase/(decrease) in cash and cash equivalents in the year		185	(961)
Cash and cash equivalents at the beginning of the year		65	1,026
<b>Cash and cash equivalents at the end of the period</b>	7	<b>250</b>	<b>65</b>

The notes on pages 76 to 84 form part of these accounts.

# Statement of Changes in Taxpayers' Equity

for the year ended 31 March 2017

	General Fund £'000	Revaluation Reserve £'000	Total £'000
Balance at 31 March 2015	190	-	190

## Changes in taxpayers' equity – 2015/16

Net expenditure for year ended 31 March 2016	(16,103)	-	(16,103)
Grant-in-aid towards expenditure	12,700	-	12,700
Grant-in-aid received, being costs settled by MOJ	108	-	108
Grant-in-aid received, being soft recharge of overheads	1,751	-	1,751
Balance at 31 March 2016	(1,354)	-	(1,354)

## Changes in taxpayers' equity – 2016/17

Net expenditure for year ended 31 March 2017	(19,243)	-	(19,243)
Grant-in-aid towards expenditure	15,385	-	15,385
Grant-in-aid received, being soft recharge of overheads	1,438	-	1,438
Revaluation of property, plant and equipment	-	31	31
Revaluation of intangible assets	-	160	160
Transfers between reserves	155	(155)	-
Balance at 31 March 2017	(3,619)	36	(3,583)

The notes on pages 76 to 84 form part of these accounts.

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# Notes to the Accounts

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## 1. Statement of Accounting Policies

### a) Accounting convention

Under Schedule 19 of the Criminal Justice Act 2003 the Parole Board is required to prepare a statement of accounts for each financial year in the form and on the basis directed by the Secretary of State, with the approval of the Treasury.

These financial statements have been prepared in accordance with the 2016-17 *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.

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

### c) Legal and compensation costs

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

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

The Ministry of Justice provides the Board with accommodation, facilities management and corporate services. Such services are recorded in the Statement of Comprehensive Net Expenditure to report the full cost of the Board's operations and the funding for these costs is included in grant-in-aid credited to reserves. The services are accounted for at full cost based on the services received.

### e) Non-current assets

Tangible and intangible non-current assets are capitalised when the original purchase price is £1,000 or over and they are held for use on an ongoing basis. Where significant purchases of individual assets which are separately below the capitalisation threshold arise in connection with a single project, they are treated as a grouped asset. The capitalisation threshold for grouped assets is £5,000.

Subsequent to initial recognition, assets are recorded at fair value, or depreciated replacement cost as a proxy for fair value. There has been a change in accounting policy in 2016/17, whereby all assets are revalued annually using the Producer Price Index (PPI) issued by the Office of National Statistics (ONS). The policy is to revalue at

the year-end through indexation. The impact of the accounting policy change is not deemed material and will not be applied retrospectively in accordance with IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors.

#### **f) Depreciation and amortisation**

- Information technology hardware and software: depreciation is provided on a straight-line basis, at rates calculated to write off the purchase costs over three years on hardware and software licenses.
- The casework management system, which was developed for the Board by the Ministry of Justice, is amortised using a straight line basis over an estimated life of five years from February 2013, when the latest development phase (DEP3) was brought into use.
- Furniture & fittings: depreciation is provided on a straight line basis, at rates calculated to write off the purchase costs over five years.

#### **g) Assets under construction**

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

#### **h) Impairment**

Each year, an impairment review is performed. If indicators of impairment exist, the assets are tested for impairment by comparing the carrying value of those assets with their recoverable amounts. Impairments that reflect a permanent diminution in the value of an asset, as a result of a clear consumption of economic benefit or service potential, are charged directly to the SoCNE, with any remaining revaluation reserve balance released to the general reserve

#### **i) Operating leases**

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

#### **j) Pension costs**

Present and past employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) which are contributory and unfunded. Although the schemes are defined benefit schemes, liability for payment of future benefits is a charge to the PCSPS and CSOPS. The Parole Board recognises contributions payable to the schemes as an expense in the year in which it is incurred. There is a separate scheme statement for the PCSPS and CSOPS as a whole.

#### **k) Employee benefits**

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

## l) Provisions

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

## m) Contingent liabilities

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

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

## n) Value Added Tax

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

## 2. Staff and Member Costs

	2016/17 £'000	2015/16 £'000
<b>Permanent Staff</b>		
Salaries and wages, including overtime	3,282	3,142
Pension contributions	555	549
Social security costs	328	249
	<b>4,165</b>	<b>3,940</b>
<b>Seconded Staff</b>		
Salaries and wages	3	38
Pension contributions	1	8
Social security costs	-	3
	4	49
<b>Agency staff</b>	111	516
<b>Parole Board Members' Fees</b>		
Fees	7,020	5,880
Social security costs	752	666
	7,772	6,546
<b>Total</b>	<b>12,052</b>	<b>11,051</b>

Staff costs above include costs of those disclosed in the Remuneration Report. All other staff details and an explanation of the Parole Board's structure are contained within the Accountability Report.

### 3. Other Operating Costs

	2016/17 £'000	2015/16 £'000
Legal and compensation costs	1,209	1,000
Travel and subsistence – Members	768	696
Travel and subsistence – Staff	39	26
Casework Management System running costs	431	325
Stationery and printing	276	266
Information technology costs	210	259
Members' training	62	6
Staff training	45	11
Audit fees – internal audit	30	30
Audit fees – external audit (NAO) <sup>1</sup>	22	22
Operating leases	16	46
Professional fees	626	8
Miscellaneous costs	119	147
Non-cash items:		
- Provision expense	1,046	133
- Depreciation and amortisation	374	218
- Impairment of Intangible Assets <sup>2</sup>	472	-
- Net loss on disposal of Property, plant and equipment	8	-
<b>Costs met by the Parole Board</b>	<b>5,753</b>	<b>3,193</b>

#### Costs incurred by the Parole Board but settled by the Ministry of Justice: (Non cash costs)

Accommodation and other common services	1,438	1,751
Serving judges	-	108
<b>Total Other operating costs</b>	<b>7,191</b>	<b>5,052</b>

<sup>1</sup> The auditors did not charge the Parole Board for any additional work beyond the statutory audit.

<sup>2</sup> The impairment relates to a project to build a new case management system which was announced in March 2017 would not go ahead.

## 4. Property Plant & Equipment

### Movements in 2016/17

	Furniture £000	IT hardware £000	Assets under construction £000	Total £000
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#### Cost or valuation

At 1 April 2016	1	340	-	341
Additions	-	262	1	263
Disposals	-	(100)	-	(100)
Revaluations	-	53	-	53
<b>At 31 March 2017</b>	<b>1</b>	<b>555</b>	<b>1</b>	<b>557</b>

#### Depreciation

At 1 April 2016	1	275	-	276
Charged in year	-	70	-	70
Disposals	-	(92)	-	(92)
Revaluations	-	22	-	22
<b>At 31 March 2017</b>	<b>1</b>	<b>275</b>	<b>-</b>	<b>276</b>
<b>Carrying value at 31 March 2017</b>	<b>-</b>	<b>280</b>	<b>1</b>	<b>281</b>
Carrying value at 31 March 2016	-	65	-	65

### Movements in 2015/16

	Furniture £000	IT hardware £000	Assets under construction £000	Total £000
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#### Cost or valuation

At 1 April 2015	1	320	-	321
Additions	-	20	-	20
Disposals	-	-	-	-
<b>At 31 March 2016</b>	<b>1</b>	<b>340</b>		<b>341</b>

#### Amortisation

At 1 April 2015	1	230	-	231
Charged in year	-	45	-	45
Disposals	-	-	-	-
<b>At 31 March 2016</b>	<b>1</b>	<b>275</b>	<b>-</b>	<b>276</b>
<b>Carrying value at 31 March 2016</b>	<b>-</b>	<b>65</b>	<b>-</b>	<b>65</b>
Carrying value at 31 March 2015	-	90	-	90

## 5. Intangible Assets

Movements in 2016/17				
	IT Software £000	Casework Management System £000	Assets under construction £000	Total £000

### Cost or valuation

At 1 April 2016	128	1,332	-	1,460
Additions	2	-	620	622
Disposals	(3)	-	-	(3)
Impairments	-	-	(472) <sup>1</sup>	(472)
Revaluations	23	254	-	277
<b>At 31 March 2017</b>	<b>150</b>	<b>1,586</b>	<b>148</b>	<b>1,884</b>

### Amortisation

At 1 April 2016	108	1,025	-	1,133
Charged in year	22	282	-	304
Disposals	(3)	-	-	(3)
Revaluations	11	106	-	117
<b>At 31 March 2017</b>	<b>138</b>	<b>1,413</b>	<b>-</b>	<b>1,551</b>
<b>Carrying value at 31 March 2017</b>	<b>12</b>	<b>173</b>	<b>148</b>	<b>333</b>
Carrying value at 31 March 2016	20	307	-	327

<sup>1</sup> The impairment relates to a project to build a new case management system which was announced in March 2017 would not go ahead.

*Table continues*

## Intangible Assts *continued*

Movements in 2015/16				
	IT Software £000	Casework Management System £000	Assets under construction £000	Total £000

### Cost or valuation

At 1 April 2015	120	1,314	-	1,434
Additions	8	18	-	26
Disposals	-	-	-	-
<b>At 31 March 2016</b>	<b>128</b>	<b>1,332</b>	<b>-</b>	<b>1,460</b>

### Amortisation

At 1 April 2015	98	862	-	960
Charged in year	10	163	-	173
Disposals	-	-	-	-
<b>At 31 March 2016</b>	<b>108</b>	<b>1,025</b>	<b>-</b>	<b>1,133</b>
<b>Carrying value at 31 March 2016</b>	<b>20</b>	<b>307</b>	<b>-</b>	<b>327</b>
Carrying value at 31 March 2015	22	452	-	474

## 6. Trade and Other Receivables

### Amounts falling due within one year

	31 March 2017 £'000	31 March 2016 £'000
Staff receivables	28	36
MoJ intra-department receivables	-	26
Other government receivables	2	18
Prepayments	-	17
<b>Total</b>	<b>30</b>	<b>97</b>

## 7. Cash at Bank

	31 March 2017 £'000	31 March 2016 £'000
Balance at 1 April	65	1,026
Net change in cash and cash equivalent balances	185	(961)
Balance at 31 March	250	65
<b>Total cash held at Government Banking Service</b>	<b>250</b>	<b>65</b>

## 8. Trade and Other Payables

Amounts falling due within one year

	31 March 2017 £'000	31 March 2016 £'000
Tax and social security	353	220
Trade payables	58	-
Other payables	67	429
Accrued holiday pay	31	54
Accruals	1,573	857
Intra-department payables	1,006	5
<b>Total</b>	<b>3,088</b>	<b>1,565</b>

## 9. Provisions for Liabilities and Charges

	£'000
Balance at 31 March 2016	343
Provided in the year	1,389
Provisions utilised in the year	(343)
<b>Balance at 31 March 2017</b>	<b>1,389</b>

The provisions all relate to legal claims. They have been made for all 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 14.

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

- The proportion of eligible claimants from whom it is probable a claim will be received
- The average amount of compensation paid per claim

A 10% increase in both of these variables would increase the value of the provision to £1,543k, while a 10% reduction would decrease the value of the provision to £1,033k.

All provisions are short term.

## 10. Related Party Transactions

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

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

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

No members of the management committee, key management staff or other related parties have undertaken any material transactions with the Parole Board during the year. The Remuneration Report provides information on key management compensation.

## 11. Commitments Under Leases

	31 March 2017 £'000	31 March 2016 £'000
Payments due within one year	16	16
Payments due within 2-5 years	10	29
<b>Total</b>	<b>26</b>	<b>45</b>

There were no commitments falling due after five years.

## 12. Financial Instruments

The Parole Board has no borrowings and relies on grant-in-aid from the Ministry of Justice for its cash requirements, and is therefore not exposed to significant credit, liquidity, currency 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 current obligation arising from legal claims, but that at the year end, this outflow is only possible rather than probable.

Were all of these claims to crystallise, the Board's best estimate of the amount payable is £901,784 (2016 – £80,791). This is based on analysis of the potential claims against historic trends for success rates and average amounts payable, and excludes cases of probable outflow as disclosed in Note 10 above, Provisions for Liabilities and Charges.

## 14. Events after the Reporting Period

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

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# 5. MEMBERSHIP

of the Parole Board between 1 April 2016 and 31 March 2017

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### **Professor Nick Hardwick**

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

### **Sir John Saunders**

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

### **Cedric Pierce JP**

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

### **Lindsay Addyman JP**

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

### **Shazia Ahmed**

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

### **His Honour Anthony Ansell**

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

### **Simon Ash QPM**

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

### **Her Honour Pamela Badley**

Retired as a Circuit Judge in October 2016 having extensive experience in criminal cases, and as a Judge with class one and class two authorisation in criminal work. (Appointed 2016).

### **Dr John Baird MD, FRCPsych**

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

### **Dawn Baker MA, DipSW**

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

### **Pamela Baldwin**

Criminal Law Solicitor. (Appointed 2010).

### **Richard Baldwin**

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

### **Katy Barrow**

Solicitor, 10 years' experience in Criminal and Prosecution Law. Also, a Consultant Solicitor to a technology company. (Appointed 2016).

### **His Honour Judge Anthony Bate**

In practice at Criminal Bar (1988-2007). Circuit Judge since 2007; ticketed to try murder and serious sexual offences. Based at Norwich Crown Court since November 2013. Member of the Parole Board Review Committee since 2016. (Appointed 2010).

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

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

**His Honour 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); (Appointed 2010).

**Eleni Belivanki, BA (Hons), MSc, C. Psychol (Forensic), AFBPsS, HCPC**

BPS Chartered & HCPC-registered Consultant Forensic Psychologist. Senior Psychologist in Personality Disorder Service – South London and Maudsley NHS Trust. Previously Head of Psychology Department in Mental Health Services (independent sector), NHS, Deputy Head of Psychology in HM Prison Service and Mental Health Coordinator for Medecins sans Frontiers (Doctors without Borders) Zimbabwe. (Appointed 2011).

**Kerrie Bell**

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

**Geraldine Berg OBE JP**

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

**Dr Luke Birmingham MD MRDPsych**

Consultant Forensic Psychiatrist, Southern Health NHS Foundation Trust. (Appointed 2016).

**His Honour Judge Peter Birts QC**

Circuit Judge, Snaresbrook Crown Court (2005-2010), Kingston Crown Court (2010). Legal Member, Mental Health Review Tribunal (1994 to date). (Appointed 2006 – left August 2016).

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

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

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

Practising Forensic Psychologist registered with The Health Professionals Council. Full-time member and Director of Business Development (2008-2015). Previously senior manager in HM Prison Service. (Appointed 2008 – left March 2017).

**Nigel Bonson MA (Exon)**

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

**His Honour Robert Brown**

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

### **His Honour David Bryant**

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

### **Graham Bull**

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

### **Daniel Bunting**

Barrister. Specialist in Criminal and Immigration Law. Member of the Bar Standards Board Professional Conduct Committee. (Appointed 2016).

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

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

### **His Honour Michael Burr**

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

### **Paul Cavadino**

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

### **Dr Robert Cawley PhD Bed (Hons), MA (Ed), NPQH.**

After a career in education and management spanning 22 years, Rob now has a portfolio of roles and responsibilities in Educational leadership, regulation and standards, criminal justice, universities, and in the charitable sector. (Appointed 2016).

### **Joanne Chambers**

Solicitor. Part-time Tribunal Judge (Social Entitlement Judge). (Appointed 2016).

### **His Honour Roger Chapple**

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

### **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).

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

Probation Service Senior (1982-2016) Including Deputy Chief Executive in the Dorset, Devon and Cornwall Community Rehabilitation Company, the Devon and Cornwall Probation Trust; Assistant Chief Officer in Devon Probation Service, and middle manager in South Yorkshire Probation Service. (Appointed 2007).

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

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

### **Peter Coltman BA (Hons) MA**

Interests in philosophy and ethics, particularly relating to Criminal Justice, now regularly sits as a panel member and chair at oral hearings along with Duty Member responsibilities. (Appointed 2010).

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

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

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

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

### **His Honour Judge Graham Cottle**

Circuit Judge (1993 to date). He has re-joined the Parole Board membership. (Appointed 2010).

### **Michelle Coulson LLB (Hons) LLM (Hons)**

Practising solicitor with 14 years' experience in criminal defence and prison law. (Appointed 2016).

### **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).

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

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

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

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

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

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

### **Dr Sue Dale**

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

### **Dr Lynne Daly MA MB BChir FRCPsych**

Consultant Adolescent Forensic Psychiatrist, retired from NHS in November 2010. Butler Trust Award Winner 2011 for MODEL team, Manchester. (Appointed 2016).

### **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 Stephen Dawson**

Formerly a Solicitor. Sat as a Stipendiary Magistrate in London (1999-2010). Appointed Circuit Judge 2010. Sitting at Snaresbrook Crown Court in London. (Appointed 2016).

### **Victoria Doughty**

A career in the Probation Service specialising in sexual offending, substance misuse, and practice development. Appointed in 2010 as a Specialist Probation Member; has been an Independent Panel Chair since 2014. (Appointed 2010).

### **Roland Doven MBE JP**

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

### **Jo Dowling**

Previous Probation Officer and Assistant Inspector with Her Majesty's Inspectorate of Probation. (Appointed 2016).

### **His Honour Judge John Dowse**

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

### **Jacki Duff**

Called to the Bar in 1997. Member of the First- Tier Social Security Tribunal. Associate Lecturer for the Open University. (Appointed 2016).

### **Margaret Dunne**

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

### **Robert Edmonson-Jones MBE**

Former Army Officer; IT & Business Consultant and Senior Civil Servant. Previously an Independent Committee Member of NHS Bedfordshire Community Health Services. Currently, Chair of HMP Leeds IMB and a Benevolence Visitor for the Royal British Legion. (Appointed 2016).

### **Sir Stewart Eldon KCMG, OBE**

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

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

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

### **Christopher Emerson**

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

### **Hedd Emrys-Vine.**

Solicitor (non-practising). Former Senior Legal Counsel at Citigroup. Previously At Freshfields Bruckhaus Deringer and Morgan Cole (partner). Tribunal Disability Member – Social Entitlement Chamber. Charity Trustee. (Appointed 2016).

### **Melanie Essex**

Former Executive Editor in BBC News (1988- 2012). Vice-Chair of Board of Trustees and Chair of Policy Committee, Freedom from Torture. (Appointed 2016).

### **Joanna Evans**

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

### **His Honour John Evans**

Retired Circuit Judge at Newcastle upon Tyne (2005-2015). (Appointed 2016).

### **Kim Evans OBE**

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

## **Rick Evans**

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

## **Sir Roderick Evans**

Barrister 1970-1992, Circuit Judge (1993-2001), High Court Judge (2001-2013). (Appointed 2012).

## **Simon Evans LLB**

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

## **Victoria Farmer**

Solicitor. Lay Chair on Medical Practitioner Tribunal Service. Legally Qualified Chair of Police Misconduct Hearings in South East. Member, Valuation Tribunal. (Appointed 2016).

## **Abby Fenton C. Psychol**

HCPC-registered Forensic Psychologist. Specialised in working with women offenders in HM Prison Service, and Forensic Mental Health Services (private and public sectors). Former Government Social Researcher within Public Protection and Offender Management teams within the Ministry of Justice. Currently practising in Sussex Partnership NHS Trust. (Appointed 2016).

## **Kay Fielding**

Probation background working as a main grade Officer and manager in the field/courts & prisons. Specialising in educationally disabled offenders, domestic abuse, child protection, violent and sexual offenders. Seconded to NOMS ACO, Head of Probation Advisory Team and Head of Post Release Policy; implemented in the 2008 Criminal Justice Act and agreed Secretary of State releases; lead in agreeing license conditions for terrorist offenders. Parole Board as Head of Quality Unit (2010-2012). Provides training to Parole Board Members, probation, and prisons in risk assessment and management. Accredited for Single Member Chair, IPP Chair, and Lifer Chair. (Appointed 2012).

## **Sue Finn**

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

## **Sian Flynn BA (SS) Hons**

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

## **His Honour Paul Focke QC**

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

## **Michael Fox**

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

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

Chartered Forensic and Registered Psychologist. Former Principal Psychologist with HM Prison Service and Principal Research Officer, Home Office. (Appointed 2006 – left May 2016).

## **Lucy Gampell OBE**

Current President of Children of Prisoners' Europe (European NGO); Former Director Action for prisoners' families (1993-2008) (Appointed 2009).

## **Paulene Ghandi**

Formerly a Barrister (1995-2013). Currently a fee paid tribunal judge in the first tier Social Security and Child Support Tribunal, Immigration and Asylum Tribunal, and Tax Tribunal. (Appointed 2016).

## **Phillip Geering**

Barrister. Previously Director Policy Crown Prosecution Service and Director Strategy & Communications, Independent Police Complaints Commission. Currently Internet Watch Foundation Trustee and Board Member; panelist on Professional Regulatory and Disciplinary Bodies. (Appointed 2012).

### **Jane Gilbert**

HCP-registered and Chartered Clinical Psychologist with applied experience working in the NHS, private sector and Government. (Appointed 2016).

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

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

### **Kevin Green**

Former Senior Police Officer with experience As UK National Drugs Coordinator for the Association of Chief Police Officers; leading major Crime investigations and working with Her Majesty's Inspectorate of Constabulary (Appointed 2010).

### **Anthony Greenland MA JP**

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

### **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).

### **His Honour Peter Grobel**

Retired Circuit Judge, Inner London Crown Court (2001-2014). Practising Barrister at Common Law Bar for 30 years. Retired part-time Chairman Special Educational Needs Tribunal. Retired legal advisor Toybee Hall Legal Advice Centre. (Appointed 2016).

### **James Haines MBE**

Former College Principal. Research Consultant, International Centre for Prison Studies. Former Chairman, IMB, 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 Simon Hammond**

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

### **Mary Handley**

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

### **Alan Harris**

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

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

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

### **His Honour John Harrow**

Solicitor (1969-1996). Tribunal Judge (1996-2003). Retired Circuit Judge (2003-2016). (Appointed 2016).

### **Peter Haynes**

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

### **Kirsten Hearn**

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

### **His Honour Judge Roderick Henderson**

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

### **Andrew Henwood**

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

### **Glyn Hibberd**

Former lecturer. Now freelance Education and Research Consultant, with particular interest in young offenders and young people in/or previously in care. (Appointed 2009).

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

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

### **John Holt**

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

### **His Honour Judge Stephen Holt**

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

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

Registered and Chartered Clinical Forensic Psychologist with extensive applied experience of working in the Prison Service, Private Sector, NHS and Foreign and Commonwealth Office. (Appointed 2008 – left February 2017).

### **His Honour Judge Mark Horton**

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

### **Jane Horwood QPM**

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

### **Phillip Hughes**

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

### **Becky Hunt BA (Hons)**

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

## **Claire Hunt**

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

## **Dr Mike Isweran**

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

## **Pat Johnson**

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

## **His Honour Geoffrey Kamil CBE**

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

## **Her Honour Judge Louise Kamill**

Circuit Judge at Snaresbrook Crown Court (2008 to date). Called 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); Legal Chair; GMC; Facilitator for Judicial College Training; appraiser and mentor for Mental Health Tribunal; Facilitator and Trainer for UCL Judicial Institute; Family mediator. (Appointed 1996) (Reappointed 2007).

## **Chitra Karve**

Solicitor. Vice Chair of the Disciplinary Committee of the Royal College of Veterinary Surgeons, Tribunal Chair, Medical Practitioners Tribunal Service. Former Director of Member Development and Practice at the Parole Board. (Appointed 2010).

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

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

## **Sarah Khan**

HCPC-registered, Chartered Forensic Psychologist with extensive experience in working with adults & adolescents with mental illness and personality disorders in secure hospitals. (Appointed 2008).

## **Assia King**

Voluntary sector background working with a variety of social issue based organisations/charities. Member of Social Security Tribunal. (Appointed 2010). (Deceased 2016).

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

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

## **Mark Lacey**

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

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

Senior Practitioner Lecturer at Coventry University and in independent practice. Nine 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 seven years in the prison service treatment managing and national trainer for CSCP and treatment manager for cognitive skills programmes. (Appointed 2010).

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

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

### **Christine Lawrie**

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

### **Heidi Leavesley**

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

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

British Psychological Society Chartered Clinical and Chartered Forensic Psychologist and Associate Fellow of the BPS. Currently a Consultant Psychologist in Independent Practice. Previously Consultant Psychologist with the NHS with over 17 years' experience in challenging behaviour units, community centres, and low and medium secure hospitals. Additional experience in Australia as a Consultant/Senior Psychologist in health/mental health (hospitals and community), prisons, and military establishments. (Appointed 2011).

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

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

### **Robin Lipscombe JP**

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

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

Service in the Royal Navy (1961 – 1992). Called to the Bar 1975. Retired Senior Circuit Judge (2015). Judge Wood Green (1995-2015). Deputy Chairman and Chairman to Lord Chancellors Middlesex. Advisory Committee for Magistrates (1994-2006) (Appointed 2010).

### **Dr Victoria Magrath BSc (Hons) ClinPsyD**

HPCP Registered Clinical Psychologist. Principal Clinical Psychologist in Acute Psychiatric Services, East London NHS Trust. (Appointed 2016).

### **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**

Medical Practitioners' Tribunal Service Interim Orders Tribunal member; Lay Assessor for NHS National Clinical Assessment Service; Former management and communications consultant. (Appointed 2009).

### **Stephanie McIntosh**

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

### **His Honour Bruce McIntyre**

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

### **Robert McKeon JP**

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

### **Professor Mary McMurrin PhD**

Fellow of the British Psychological Society and Chartered Forensic and Clinical Psychologist. Registered Clinical and Forensic Psychologist with the Health Care Professions Council. Professor Emeritus at the University of Nottingham and Visiting Professor at Cardiff Metropolitan University. (Appointed 2016).

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

Circuit Judge. (Appointed 2010 – left September 2016).

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

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

### **Tom Millest**

Former Chief Inspector in the Metropolitan Police Service, with specialist experience in public order, police reform legislation, and cooperate IT Projects. Harkness Fellow of Commonwealth Fund of New York (1994-1995). (Appointed 2010).

### **His Honour Clive Million**

Retired Circuit Judge (2009-2016). Recorder (1995-2009). District Judge of Principle Registry Family Division, High Court (1993-2009). Barrister (1975-1993) (Appointed 2010).

### **Rebecca Milner, PhD, C.Psychol, AFBPs**

BPS Chartered and HCPC-registered Forensic Psychologist. Senior Lecturer in the Psychology Department, University of York. Formerly Senior Psychologist in HM Prison Service. (Appointed 2016).

### **Andrew Mimmack**

Formerly justices' clerk – President Justices' Clerks' Society (2004-2005). Member Criminal Procedure Rules Committee (2004-2008). (Appointed 2006).

### **Clare Mitchell**

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

### **His Honour Tony Mitchell**

Retired Circuit Judge. (Appointed 2010).

### **Elaine Moloney**

Solicitor (admitted 1993), specialist in Prison Law. Assistant Coroner (2004- to date), Greater Manchester North. (Appointed 2016).

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

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

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

Consultant Psychiatrist in Forensic Learning Disabilities and Medical Lead Forensic Services, Brooklands, Birmingham. (Appointed 2016).

### **Wendy Morgan BSc (Hons), MSc, Cpsychol, AFBPS**

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

### **Lorraine Mosson-Jones**

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

### **Michael Mulvany**

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

### **Stephen Murphy CBE FRSA**

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

### **David Mylan BSc, LLM**

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

### **Celeste Myrie**

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

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

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

### **Glyn Oldfield**

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

### **Dr Brendan O'Mahony Cpsychol Csci AFBPsS**

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

### **His Honour Richard O'Rorke**

Circuit judge, retired (1994-2010). Legal member of the MHRT Restricted Patients' Panel since 2009. (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). Assistant Recorder (1991); Recorder (1994). (Appointed 2010).

### **Judge Alan Pardoe QC**

Circuit Judge (2003-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 – left January 2017).

### **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).

### **Douglas Paxton BA QPM**

Served as a Police Officer in Suffolk, West Midlands and Staffordshire Police; retired in November 2015 as Chief Constable of Suffolk. Member of the Lord Chancellor's Advisory Committee (Suffolk) and an assessor for the Judicial Appointments Commission. (Appointed 2016).

### **Alison Pearson**

Operations Director at Royal Mail (2009-2014). Non-Executive Director Rotherham, Doncaster, and South Humber NHS Foundation Trust (2014-to date). Chair Mental Health Act Hospital Managers' Reviews (2015-to date). Member IMB HMP YOI Wetherby (2015-to date). Vice Chair Two Ridings Community Foundation (2015- to date). (Appointed 2016).

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

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

### **Jenny Portway**

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

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

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

### **Sue Power MSt (Cantab)**

Thirty five years' operational experience in the probation service as a probation officer and senior probation officer, including secondment to NOMS to work on national probation change programmes. Recently undertaken research into Parole Board decision making. (Appointed 2010).

### **His Honour Judge Stephen Powles QC**

Mediator appointed to Circuit Bench (2005). (Appointed 2006 – left August 2016).

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

Former career as a Probation Officer/Senior Probation Officer. Head of Youth Offending Service, Assistant Director (Children's and Adults' Social Care), Vice-Chair Safeguarding Children's Board and Safeguarding Adults' Board. (Appointed 2016).

### **Caroline Preston CPsychol CSci AFBPsS**

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

### **Margaret Prythergch**

Former Civil Servant, working at the Cabinet Office and Department for Culture, Media, and Sport. Assessor, Trainer, and Quality Assurance Coordinator for the Civil Service Fast Stream Programme and assessor for the Financial Conduct Authority. Panel Member of the Judicial Appointments Commission. Member of the West London Advisory Committee on Justices of the Peace. (Appointed 2016).

### **Emma Pusill BA (Hons)**

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

### **Elizabeth Rantzen**

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

### **Alan Rayner BSc, MBA, JP**

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

### **Colin Reeve, JP**

Formerly a Civil Servant for more than 20 years. Served as a Magistrate for more than 25 years. (Appointed 2010).

### **His Honour Martin Reynolds**

Retired 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 – left August 2016).

### **His Honour Judge Philip Richards**

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

### **His Honour Jeremy Roberts QC**

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

### **Jon Roberts MA, BSc ECON**

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

### **His Honour Patrick Edward Robertshaw**

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

### **Jennifer Rogers**

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

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

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

### **His Honour John Rubery**

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

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

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

### **Deep Sagar**

Non-Executive Director/Management Consultant. Ex-chair of Hertfordshire Probation and of NOMS' South West Reducing Re-offending Partnership. Present Chair of the Audit and Assurance board of the National Police Chiefs' Council. (Appointed 2007).

### **Karol Sanderson**

Vice Chair of Lancashire Police Audit and Ethics Committee. Former Independent member of Greater Manchester Police Authority. Previous career in insolvency, including Director of Enforcement Insolvency Service. (Appointed 2016).

### **Lisa Sanderson**

Barrister (non-practising). Practised as a Commercial Barrister. Also worked in cooperate finance. (Appointed 2016).

### **Kate Saward**

Chartered and Registered Forensic Psychologist. Previous Clinical Lead for assessments and interventions with sexual and violent offenders in NOMS Cymru. Consultancy service to Family Court & other agencies. (Appointed 2011).

### **Victoria Scott**

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

### **Sajda Shah**

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

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

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

### **His Honour Judge Francis Sheridan**

Circuit Judge (2009-to date). Barrister in Criminal Law (1980-2010). (Appointed 2010 – left May 2016).

### **His Honour Edward Slinger**

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

### **Susan Smith**

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

### **Aikta-Reena Solanki**

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

### **His Honour Leslie Spittle**

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

### **His Honour Martin Stephens QC**

Senior Circuit Judge at Old Bailey (1999-2012). Judicial Studies Board, Course Director (1997-2001). Parole Board member (1995–2001). Circuit Judge at Wells and Chester (1986-1999). Recorder (1979-1986). (Appointed 2010).

### **Dr Huw Stone**

Part-time Consultant Forensic Psychiatrist, Surrey Community Forensic Service. Chair of the Royal College of Psychiatrists' Patient Safety Expert Reference Group and the Independent Clinical Advisor to the National Oversight Group for High Secure Mental Health Services. (Appointed 2016).

### **Nigel Stone**

Former University Teacher in Criminology and Criminal Justice. A former probation officer. Has been involved with parole work since 1997. (Appointed 2010).

### **Helena Suffield-Thompson**

Criminal Law Solicitor (1994-2013). Social Entitlement Judge (2013-to date). Immigration Judge (2014-present to date). (Appointed 2016).

### **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. (Appointed 2010).

## **Carol Swaffer LLB**

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

## **Kay Terry**

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

## **Ilana Tessler**

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

## **Jo Thompson**

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

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

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

## **Jane Thomson MAEd, Bed (Hons), ChMCIPD**

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

## **Helen Trinder**

Chartered Psychologist and Forensic Psychologist. 12 years' experience in HM Prison Service working at Littlehey, in Wellingborough, and Woodhill prisons. (Appointed 2010).

## **Sue Vivian-Byrne**

Registered Clinical and Forensic Psychologist and Systemic Psychotherapist. Independent Consultant providing psychological reports for criminal and childcare proceedings. Academic Tutor for Forensic Psychologist Training Course at Cardiff Metropolitan University. Former head of the South Wales Forensic Psychological service for 14 years. Experience of working in Private Secure Mental Health service. Experience providing consultation to the Probation Service about Personality Disordered high risk offenders. (Appointed 2016).

## **Adrian Walker-Smith**

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

## **A. Walsh BA (Hons) and Diploma in Marketing**

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

## **Bill Warren MBE**

Retired Army Officer retiring in 2016 in the rank of Brigadier, having commanded the Military Police Brigade as Provost Marshal (Army) when he was responsible for independent and effective investigations and safe secure custody in support of the Service Justice System and Defence's Subject Matter Expert in Operational Detention. (Appointed 2016).

## **David Watson**

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

### **His Honour Judge Nicholas Webb**

Circuit Judge (2003- to date) sitting only in crime. (Appointed 2010 – left May 2016).

### **Sarah Wells**

Solicitor (non-practising), practised as a Civil and Commercial Solicitor before joining the Civil Service in 1997 (HM Revenue and Customs, Treasury and Cabinet Office). Joint Chair of Governors of inner London secondary school. (Appointed 2016).

### **Jeremy Weston QC**

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

### **Alan Whiffin**

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

### **Denise White**

Retired Chief Executive of Derbyshire Probation Trust December 2011. (Appointed 2012).

### **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 – left August 2016).

### **Bernadette Wilkinson**

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

### **Anne Williams, BA (hons) MSc, Cpsychol AFBPsS**

Consultant Forensic Psychologist with South Staffordshire & Shropshire NHS Foundation Trust. HCPC-registered and BPS Chartered, Associate Fellow BPS. Previously Regional Principal Psychologist, NOMS: Public Sector Prisons for over eight years. Experience of working in the NHS, Prisons, and Probation Services. (Appointed 2011 – left March 2017).

### **Cassie Williams**

Barrister, called to the Bar in 2002. Particular specialism in Fire Safety Law. Member of the examinations team for the Bar Standards Board with roles as an external examiner and civil litigation paper scrutiniser. (Appointed 2016).

### **Patricia Williamson CIPD**

Former HR Director in Local Government. Member CIPD. (Appointed 2005 – left May 2016).

### **Sarah Wilson**

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

### **His Honour Scott Wolstenholme**

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

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## 6. GLOSSARY

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



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