



Independent Member of the Parole Board

Candidate Information Pack
2023

INTRODUCTION FROM THE CHAIR AND CEO OF THE PAROLE BOARD

Dear Candidate,

Thank you for your interest in becoming an Independent Member of the Parole Board.

The Parole Board is an independent body which sits as a court to protect the public by risk assessing prisoners to decide whether they can be safely released back into the community. Our work is of critical importance to victims and public safety, as well as prisoners and their families, but it also has a wider role in maintaining public confidence in the justice system.

Our membership comes from a wide variety of professions, vocations, experience and skills and we value greatly the diversity that this brings to the Board.

The Parole Board is facing an increase in its workload during a time of reform. As a result, the Parole Board is looking for new members who will join an intensive 6-9-month training programme that will equip them to make parole decisions on the papers and chair oral hearing panels.

People with experience of sitting on decision making panels in a court, tribunal or similar court-like environment are likely to be well suited to the role. A Parole Board member must be able to effectively case manage ensuring the fair and timely progression of cases. There is complex evidence from multiple sources that must be assimilated and then any questions relating to the evidence can be posed to professional and lay witnesses. Finally, Board members demonstrate their analysis and conclusion in written reasons. To be successful in this role you need to be confident and experienced at decision making on your own and as part of a panel and work collaboratively with panel colleagues and support staff.

We are very keen to increase the diversity of our membership. A significant proportion of the prison population are from a black, Asian or other minority ethnic groups and a lack of representation can impact on trust and confidence. Parole Board members reflect society at large in its diversity. We are an inclusive organisation and recognise that diversity is one of our greatest strengths. We welcome applications from people from all backgrounds.

INTRODUCTION FROM THE CHAIR AND CEO OF THE PAROLE BOARD (CONTINUED)

This is a very exciting time to join the Parole Board. We have modernised our way of working, we are updating our rules and we are becoming more transparent. If you believe that you have the experience and qualities that we are seeking, we hope you will consider applying for this important position.



Caroline Corby, Chair
of the Parole Board

A handwritten signature in grey ink that reads "Caroline Corby".



Martin Jones CBE, CEO
of The Parole Board

A handwritten signature in grey ink that reads "Martin Jones".

ABOUT THE PAROLE BOARD

The Parole Board works to protect the public by risk assessing prisoners to decide whether they can safely be released into the community. It sits as a court and makes risk assessments which are rigorous, fair and timely, based on information supplied by the prisoner, the prison and probation service and other expert witnesses.

Parole Board decisions are solely focused on whether a prisoner would represent a significant risk to the public after release. The risk assessment is based on detailed evidence found in the dossier (a collection of documents relating to the prisoner) and evidence provided at the oral hearing.

The Parole Board is responsible for considering parole reviews for prisoners serving indeterminate sentences – sometimes called ‘life’ sentences – where the sentence has no end date. It also considers certain types of determinate sentence cases – where there is an end to the sentence – and some prisoners who have been sent back, or ‘recalled’, to prison.

To be eligible for parole, a prisoner will have served the minimum ‘tariff’, or punishment part of their sentence, set by the courts. Prisoners eligible for parole are only released into the community if the Parole Board decides it is safe to do so.

An offender released on a parole licence continues to serve the rest of their sentence in the community while being supervised by the Probation Service. This is known as ‘release on licence’ or parole.

The Parole Board is an independent executive non-departmental public body, sponsored by the Ministry of Justice. Parole Board Members are appointed, by Ministers, under Schedule 19 of the Criminal Justice Act 2003.

The Parole Board’s work is of critical importance to public safety, as well as prisoners and their families but the Parole Board also has a wider role in maintaining public confidence in the justice system.

To read more about the Parole Board and its work click [here](#).

OUR COMMITMENT TO EQUALITY, DIVERSITY AND INCLUSION

The Parole Board recognises that the Justice System has historically been over-representative of minority ethnic people in its application and under-representative of them in their administration.

It is a core tenet of our mission to set this right through a targeted and energetic programme of action and outreach, including the focused and meaningful recruitment of diverse peoples to the role of Independent Member of the Parole Board, in partnership with Inclusive Boards.

As of March 2023, the diversity of the Parole Board indicated that over 61% of the 289 people within the membership are women, 39% are male, 18% come from a minority ethnic background and 14% of the membership have declared a disability. However, we are keen to improve the diversity of all parts of our membership.

As a Non-Departmental Public Body (NDPB) of the Ministry of Justice, we embrace the principles and objectives set out in the [MoJ Diversity and Inclusion Strategy 2018 -2025](#)

We encourage applications from all candidates regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. During the application process we commit to:

- Making any reasonable adjustments – for example, ensuring closed captions are available during interview.
- Providing this document in alternative formats, including a Word document format and Welsh Language version readily available to download.
- Offering a guaranteed first stage interview with Inclusive Boards for disabled candidates who meet the minimum requirements for the role.

Arrangements for disabled candidates:

- An offer of an interview will be made to disabled candidates who meet the minimum selection criteria for the role (this is the essential criteria outlined in the Person Specification section of the pack).
- The Parole Board is a Disability Confident employer; further information can found here: <https://www.gov.uk/government/collections/disability-confident-campaign>

If you would like to discuss your application before submitting, please contact Inclusive Boards.

THE ROLE OF THE PAROLE BOARD MEMBER

The key task of all members of the Parole Board is to make rigorous, fair and timely risk assessments about individual cases which have the primary aim of protecting the public and which contribute to the rehabilitation of offenders where appropriate.

Key responsibilities include but are not limited to:

- Analyse and critically evaluate information to identify continuing risks in parole cases referred by the Secretary of State, where information may come from a variety of sources including electronic dossiers and evidence given at oral hearings.
- Apply knowledge and judgement to make fair decisions based on evidence to decide whether a prisoner can be safely released into the community; to set licence conditions where release is appropriate; and, in relevant cases, to decide whether to recommend a prisoner is transferred to open conditions.
- Be proactive to identify and resolve issues in all allocated cases at the earliest opportunity, applying the current relevant law, procedure and guidance. Seek advice from subject experts within the Board, including specialist members, and legal and practice advisors. Be proactive to manage case administration that arises both as a chair and co-panellist. This will require regular email monitoring during the working week.
- Assess parole cases on referral to conclude on the papers or set directions for effective case management of those to be considered at an oral hearing.
- Take an active part in oral hearings ensuring all areas of risk are identified and addressed by the panel, witnesses are questioned appropriately to inform the panel's assessment of risk, and there is a full panel discussion of a case to properly weigh the evidence. Work collaboratively with other panel members to make judgements about the available evidence and to provide structured written reasons for the panel's decision or recommendation in every case.
- Chair oral hearing panels, sitting alone and with other members. Sit as a single member chair on paper panels.

THE ROLE OF THE PAROLE BOARD MEMBER (CONTINUED)

- Use Parole Board IT effectively to access electronic dossiers, draft reasons for panel outcomes, communicate with the panel and colleagues and to undertake learning and development activity.
- Complete all mandatory continuing professional development in line with Parole Board policy. Take responsibility for personal development by accessing materials and opportunities provided by the Board to remain up to date with current law, procedure, guidance and developments. Reflect individually and collectively on experiences and practice.
- Achieve accreditation and maintain an active portfolio of casework primarily chairing paper panels (MCA) and oral hearings.
- Work will be allocated based first on the business needs of the Parole Board and then on the availability provided by members and their accreditations. The role is fee paid and there is no guaranteed income.
- Be an effective ambassador whenever representing the Parole Board.
- Travel in line with Parole Board policy to attend oral hearings in prisons throughout England and Wales. Also travel to the London office and other venues to attend Parole Board events, including training. Occasional overnight stays may be required, and expenses will be reimbursed in accordance with the prevailing policy.



PERSON SPECIFICATION

Essential

Candidates must evidence all of the following:

- Demonstrable ability to conduct effective evidence-based decision making, bringing independence of mind and making sound judgements through:
 - assimilate and clarify complex evidence from multiple sources
 - weighing facts and evidence
 - analysing and critically evaluating large volumes of complex information
 - identifying key issues, within tight deadlines and working on own initiative.
- Demonstrable ability to show your analysis and conclusion in written format including:
 - the ability to condense multiple documents with complex and potentially conflicting information into an accessible and legally justified document
 - the ability to work collaboratively to assist colleagues in the drafting and review of these reports
 - the ability to draft well-formed written accounts which accurately document, analyse and summarise evidence in support of a decision or recommendation
 - clear, succinct, and accessible style
 - strong attention to detail
 - able to work collaboratively to produce written reasons that accurately reflect how the panel came to its decision or recommendation.
- Demonstrable chairing experience either from judicial, tribunal or equivalent appointments, employment or positions held. Skills and experience we are particularly interested in include:
 - leadership
 - ensure fairness
 - take the lead
 - support others
 - work collaboratively
 - manage time
 - focus on outcomes
 - think creatively
 - be inclusive
 - defuse tension.
 - chairing inquisitive panels, boards, courts, tribunals or other court-like equivalents.

PERSON SPECIFICATION (CONTINUED)

- Demonstrable case management skills, effective time management, organisational and administrative skills. Ability to identify and resolve issues at an early stage taking proactive steps to ensure cases are concluded at the earliest opportunity.
- Evidenced IT skills, ability to use templates and spreadsheets, review and comment on documents online and to conduct meetings online with multiple people. Ability to adapt to new technology and a willingness to learn.
- Strong commitment to professional and personal development.
- Effective communication and interpersonal skills; with the ability to gain respect and maintain rapport through effective communication and influencing skills.
- Confident to challenge opinions, work collegiately and resolve differences to reach sound decisions.
- Able to communicate sensitively and effectively with a wide range of individuals, varying the approach as necessary, treating others with respect, listening actively and evaluating replies to probe issues.
- Demonstrable high standards of corporate and personal integrity and conduct, including a strong desire to serve the public, evidence of commitment to equality and diversity, resilience and reflection in decision making, and personal accountability.

Desirable

- Experience in risk assessment or public protection.

ELIGIBILITY

There must be no employment restrictions, or limit on your permitted stay in the UK. Applications are welcome from anyone aged 18 or over. There are circumstances in which an individual will not be considered for appointment. They include:

- People who have received a prison sentence or suspended prison sentence of three months or more in the last five years.
- People with ongoing and/or outstanding professional conduct or fitness to practice matters.
- Current operational employees within the prison service.
- Elected office holders, in which their involvement in any outside activity might be seen to cast doubt on their impartiality or conflict with their appointment to the Board. This would include political activity and or nomination or adoption as a prospective candidate for election.
- Those who have had their appointment terminated under the agreed protocol for termination of membership of the Parole Board.

TRAINING REQUIREMENTS

The training required for this role will be demanding and intensive. It will be delivered in person and online. The programme is set out to allow for “classroom” learning and skills practices followed by independent practical application.

Proposed dates for training in 2024 include:

- **Induction** 5th-9th February in person in London (5 days residential)
- 26th-27th February in person in London (2 days residential)
- 18th-20th March (3 days online)
- 8th-9th April in person in London (2 days residential)
- 29th-30th April in person in London (2 days residential)
- 3rd-4th June online (2 days)
- 22nd July online (1 day)

You will be expected to undertake work with other members or solo in the intervening times.

IMPORTANT ADDITIONAL INFORMATION

TENURE

Members are appointed by Secretary of State for a five year term with the possibility of re-appointment at the discretion of Ministers. Any re-appointment is subject to recommendation by the Board based on satisfactory performance appraisal, completion of chair training, and business need. An active portfolio of casework, primarily chairing oral hearings as a single member and with others and decision making on the papers, must be evidenced for any subsequent re-appointment.

REMUNERATION

Training days and subsequent “on the job” training will be paid at £250 per day. Following training, casework fees range between £320 and £365 per day, depending on the type of work undertaken (present fees). All remuneration is taxable and subject to Class 1 National Insurance contributions. The role is fee paid and there is no guaranteed income. If you currently receive a salary from the public purse your remuneration for the Parole Board role may be subject to abatement (any queries you may have about how this may affect you, will need to be taken up by you with your pension provider). You will be entitled to statutory sick and parental leave and the role is not pensionable.

TIME COMMITMENT

Minimum of 184 days per year, with an extra 16 days for training following a 5 day induction training. All work is allocated on a business need. The annual time commitment includes notional time allowances for preparing cases and writing up the reasons following oral hearing panels. This can be undertaken at home and in the evenings, to fit in with your other responsibilities. You may also be required to attend prisons for oral hearings during office hours.

CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

Following your induction and intensive training all members are expected to create and complete an annual CPD portfolio, of which there are mandatory training elements. You will need to set aside up to an additional 16 days each year for training.

IMPORTANT ADDITIONAL INFORMATION (CONTINUED)

TRAVEL AND SUBSISTENCE

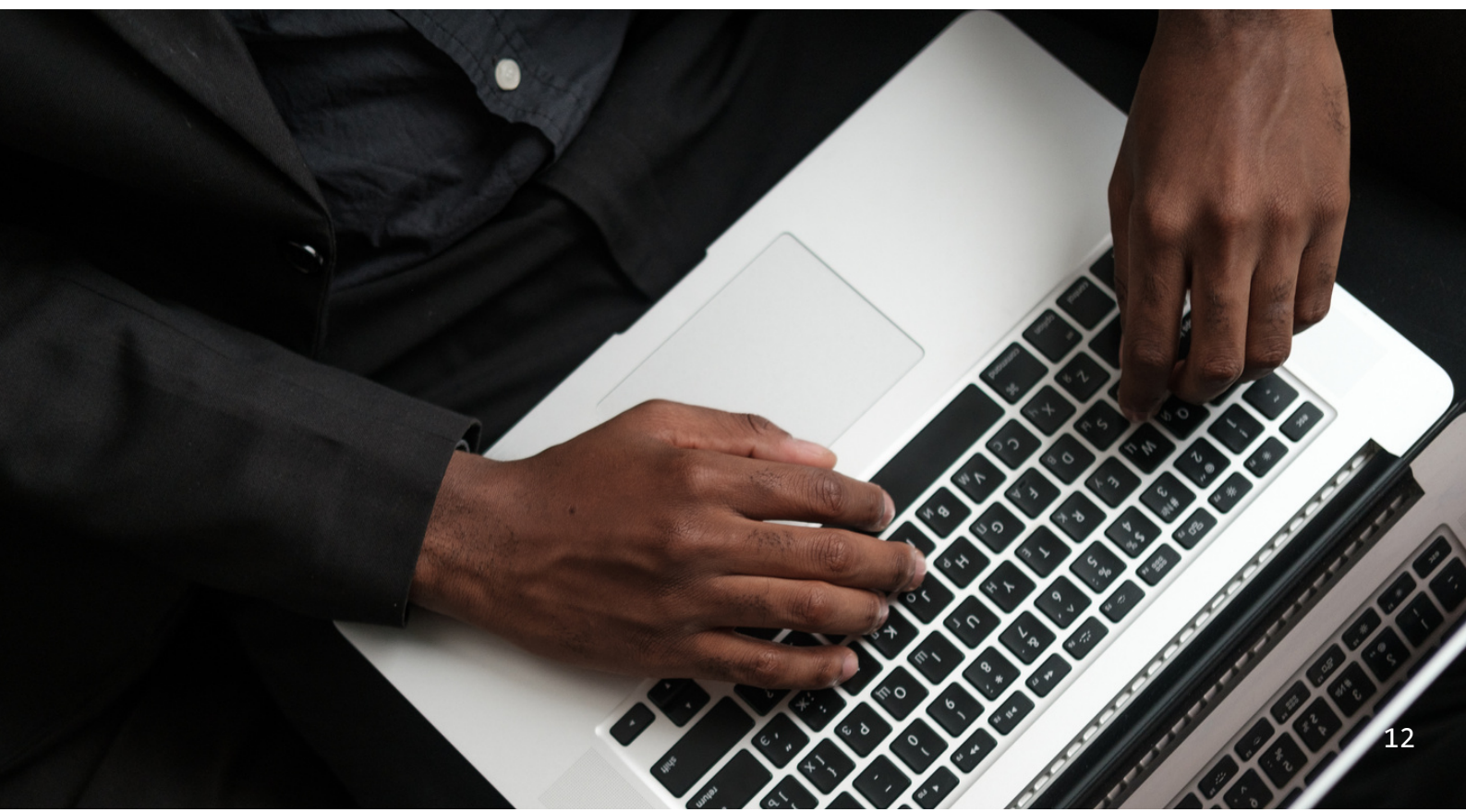
Members are entitled to claim for those travel costs necessarily and actually incurred on Parole Board business at the normal public service rates. Where no extra expense is incurred, no reimbursement is due. Members are also entitled to claim subsistence payments to reimburse them for any additional expenditure incurred while away from home on Parole Board business.

PERFORMANCE APPRAISAL

All Parole Board work will be observed and quality assured. All members will be subject to regular monitoring and appraisal of their performance. This will include an initial appraisal after completion of the first year of membership. These appraisals will be shared as part of your reappointment.

STANDARDS IN PUBLIC LIFE

Public appointees are required to uphold the Committee on Standards. [Seven Principles of Public Life](#) You are also expected to adhere to the [Code of Conduct for Board Members of Public Bodies](#)



HOW TO APPLY

This recruitment process is being undertaken by Inclusive Boards on behalf of the Parole Board and the Ministry of Justice. The deadline for applications is the **23.59 on Sunday 22 October 2023.**

Visit www.inclusiveboards.co.uk/home/paroleboard to submit an application form.

Please note, as part of the application form you will be asked to submit a CV and answer a series of questions including responding to Success Profiles (further details below). You will also be asked to provide information on:

- Conflicts of interest and previous conduct.
- Significant political activity.
- Number of other public appointments held.
- Your referees.

You will be asked to complete a diversity monitoring form.

To find out more, request support when applying, or have an informal confidential discussion before applying, please get in touch with one of our consultants by emailing paroleboard@inclusiveboards.co.uk

Applications will be reviewed on a rolling basis and candidates are encouraged to apply at their earliest convenience rather than waiting to submit their application closer to the deadline.



SUCCESS PROFILES/APPLICATION QUESTIONS

Candidates will be assessed using success profiles which will assess your behaviours, strengths and experience against the essential criteria for the role. More information on the framework and how it is used elsewhere in government is at <https://www.gov.uk/government/publications/success-profiles>

This post is a public appointment, not a civil service post. Success profiles are a flexible framework and the Civil Service example has been adapted to reflect behaviours that are both specific to the Parole Board and generic to a public appointment. Success profiles assess candidates against a range of elements using a variety of selection methods. This blended approach, based on behaviours and strengths, will allow candidates to discuss both their experience and their motivation and engagement.

Candidates must first meet the eligibility criteria, including the person specification.

To demonstrate the potential to adopt the required behaviours in the role of a Parole Board member please answer the following questions within a limit of 250 words per question.

In your response to the questions, you should:

- Refer to the essential criteria and job description above.
- Limit your answers to 250 words for each of the three questions.
- Be aware that you may draw on your personal life experiences as well as any voluntary or paid work experience.
- Select your strongest examples, these do not need to involve the criminal justice system, we are looking for evidence of transferable knowledge, skills and qualities in the examples that you give.
- Ensure your own role in the example is clear and that your answers are specific and tailored to cover the essential competency criteria that we are testing in each question.

SUCCESS PROFILES/APPLICATION QUESTIONS (CONTINUED)

Behaviour One – Making effective decisions

Parole Board members must analyse and critically evaluate information to identify continuing risk in a parole case. Information may come from a variety of sources including written dossiers, verbal evidence and electronic updates to decide whether it is necessary for the protection of the public that a person remains confined in prison. All decisions are made by a panel of 1, 2 or 3 Parole Board members.

Please give an example that shows how you weighed conflicting evidence to make a decision that had a significant impact upon a person or organisation.

Behaviour Two – Leadership

Parole Board members must demonstrate leadership skills when chairing hearings. In addition, you must be able to work well with others and demonstrate fairness, inclusion and collaboration.

Please give an example of working with others that shows how you adapted your approach to reconcile different needs and opinions to reach a shared outcome.

Behaviour Three – Developing Self and Others

Parole Board members who are directly appointed must be able to learn quickly and put that learning into practice with accuracy and confidence.

Please give an example that shows how you built your knowledge and tested your learning under pressure.

THE APPOINTMENT PROCESS AND TIMELINE

The [Commissioner for Public Appointments](#) ensures that appointments are made in accordance with the [Governance Code and the principles of public appointments](#). All appointments follow a recruitment process set out in the Governance Code for Public Appointments. Key stages and timings in the campaign process, candidates will be updated if any changes are made to this timetable:

- Application window: 25th September 2023 – 22nd October 2023
- Sift (please note, this will include a first stage interview with Inclusive Boards): Ongoing until 10th November 2023
- Parole Board Interviews: 23rd October 2023 – 25th November 2023
- Interview Results: Late November 2023
- Announcement: December 2023
- Induction: w/c 5th February 2024
- Additional training: dates indicated above in 'Training Requirements'

INTERVIEWS

Interviews will take place via Microsoft Teams, or other video conferencing software. This will be confirmed on invitation to interview. The Secretary of State or another Minister may ask to meet each of the candidates before or after interview.

SECURITY CLEARANCE

For successful candidates, confirmation of appointment will be subject to basic clearance checks, covering confirmation of identity and right to work in the UK plus a criminal record check. This will involve completion of several paper and electronic forms and can take up to five weeks to process following completion of the forms.


DUE DILIGENCE

Due Diligence checks will be undertaken as part of the application process. This will include a review of:

- The register of removed trustees.
- The register of disqualified directors.
- The insolvency register.
- Electoral Commission.
- Visible social media presence.
- Media outlets.

COMPLAINTS

If you wish to make a complaint, please contact Inclusive Boards in the first instance by emailing complaints@inclusiveboards.co.uk. In the second instance complaints can be made to the [Office of the Commissioner for Public Appointments](#). Please contact the Commissioner's office on 020 7271 6729, or 0207 271 3305 for a printed copy of the complaints process.



Our number one
priority is protecting
the public

INCLUSIVE BOARDS

About Us

Inclusive Boards is the UK's leading board diversity practice. We have worked alongside over 300 organisations to provide support with Board recruitment, development and governance reviews. We strive to be at the forefront of equity and diversity, and believe that everyone should be represented at Board level. Additionally, we also provide bespoke training sessions on a variety of subjects including personal branding, inclusive recruitment practices and board structures and governance as well as delivering leadership development programmes for underrepresented leaders across a range of sectors.

Contact us today

Improve diversity on your Board, please don't hesitate to contact us via hello@inclusiveboards.co.uk.

To join a Board, sign up to become a candidate via our website and be notified of the latest opportunities as and when they become available.



www.inclusiveboards.co.uk



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<https://linkedin.com/company/inclusive-boards>

