House of Commons
Justice Committee

Appointment of HM Chief Inspector of Probation

Fifteenth Report of Session 2017–19

Report, together with formal minutes relating to the report

Ordered by the House of Commons to be printed 5 March 2019
Justice Committee

The Justice Committee is appointed by the House of Commons to examine the expenditure, administration and policy of the Ministry of Justice and its associated public bodies (including the work of staff provided for the administrative work of courts and tribunals, but excluding consideration of individual cases and appointments, and excluding the work of the Scotland and Wales Offices and of the Advocate General for Scotland); and administration and expenditure of the Attorney General’s Office, the Treasury Solicitor’s Department, the Crown Prosecution Service and the Serious Fraud Office (but excluding individual cases and appointments and advice given within government by Law Officers).

Current membership

Robert Neill MP (Conservative, Bromley and Chislehurst) (Chair)
Mrs Kemi Badenoch MP (Conservative, Saffron Walden)
Robert Courts MP (Conservative, Witney)
Bambos Charalambous MP (Labour, Enfield, Southgate)
Janet Daby MP (Labour, Lewisham East)
Mr David Hanson MP (Labour, Delyn)
John Howell MP (Conservative, Henley)
Gavin Newlands MP (Scottish National Party, Paisley and Renfrewshire North)
Victoria Prentis MP (Conservative, Banbury)
Ellie Reeves MP (Labour, Lewisham West and Penge)
Ms Marie Rimmer (Labour, St Helens South and Whiston)

The following Members were also members of the Committee during the Parliament:

Ruth Cadbury MP (Labour, Brentford and Isleworth)
Alex Chalk MP (Conservative, Cheltenham)

Powers

© Parliamentary Copyright House of Commons 2019. This publication may be reproduced under the terms of the Open Parliament Licence, which is published at www.parliament.uk/copyright.

The Committee is one of the departmental select committees, the powers of which are set out in House of Commons Standing Orders, principally in SO No 152. These are available on the internet via www.parliament.uk.

Evidence relating to this report is published on the relevant inquiry page of the Committee’s website.

Publication

Committee reports are published on the Committee’s website at www.parliament.uk/justicecttee and in print by Order of the House.

Committee staff

The current staff of the Committee are Rhiannon Hollis (Clerk), Fiona Hoban (Second Clerk), Nony Ardill (Legal Specialist), Ben Rodin (Committee Specialist), Christine Randall (Senior Committee Assistant), Su Panchanathan (Committee Assistant), Samira Ali (Sandwich Student), and Liz Parratt and Simon Horswell (Committee Media Officers).
Contacts

All correspondence should be addressed to the Clerk of the Justice Committee, House of Commons, London SW1A 0AA. The telephone number for general enquiries is 020 7219 8196; the Committee's email address is justicecom@parliament.uk.

You can follow the Committee on Twitter using @CommonsJustice.
Report

Introduction

1. This Report follows the pre-appointment scrutiny hearing which the Justice Committee has held with the Secretary of State for Justice’s preferred candidate for Chief Inspector of Probation. The current Chief Inspector, Dame Glenys Stacey, is due to step down on 31 May 2019, having been appointed for a three-year term from March 2016. We express our appreciation for the work Dame Glenys has undertaken in the role.

2. The Chief Inspector of Probation is one of six posts which are subject to pre-appointment scrutiny by the Justice Committee.\(^1\) Our role in conducting this scrutiny is not to assess whether the preferred candidate is the best person for the job, but whether he or she is appointable.

3. On 6 September 2018, the Secretary of State for Justice, Rt Hon David Gauke MP, wrote to the Committee Chair setting out his intention to launch a recruitment campaign and inviting any comments on the draft person and role specification.\(^2\) We made no comments on the proposals.

4. The Ministry of Justice then ran a recruitment campaign from 18 October 2018 until 12 November 2018 with five weeks of candidate searching taking place prior to the campaign’s launch. The role was advertised by recruitment consultants Veredus, The Times Online, and the Cabinet Office public appointments website. The advertisement and Candidate Information pack are appended to this Report (Appendices C and D).

5. Interviews were held on 7 January 2019. On 18 February 2019, the Secretary of State wrote to us with the name of his preferred candidate for the post, Justin Russell, together with a copy of Mr Russell’s CV and responses he had given to questions on potential conflicts of interest and previous conduct. Further information about the recruitment process provided to us by the Ministry of Justice is also appended to this Report,\(^3\) including information relating to the composition of the selection panel. The Department explains it has not provided diversity data because there are not enough candidates meeting the threshold in each category to warrant the disclosure of this data to the Committee.

6. The role of HM Chief Inspector of Probation is of fundamental importance for the oversight, public accountability and effective operation of the criminal justice system. We held a pre-appointment hearing with Mr Russell on 5 March 2019. This Report contains our conclusions on his suitability for the role of HM Chief Inspector of Probation.

The Inspectorate

7. HM Inspectorate of Probation’s statement of purpose is as follows:

Her Majesty’s Inspectorate of Probation is the independent inspector of youth offending and probation services in England and Wales. We report on the effectiveness of probation and youth offending service work with adults

---

\(^1\) The six posts are listed in Appendix A
\(^2\) See Appendix B
\(^3\) See Appendix E
and children. We inspect these services and publish inspection reports. We highlight good and poor practice, and use our data and information to encourage high-quality services. We are independent of government, and speak independently.4

8. On its website the Inspectorate lists its values:

- Integrity: We work in an independent, honest, open, professional, fair and polite way.
- Accountability: We are reliable and stand by the evidenced conclusions we reach. We will always fully account for our actions.
- Effectiveness: We report and publish inspection findings and recommendations for improvement, focused on service practice quality and impact, in good time and to a high standard. We check the impact of our inspections. We disseminate widely to enable improvement across England and Wales.
- Inclusion: We promote attention to diversity in all aspects of our work, including within our own employment practices and organisational processes and are committed to pursuing equality of outcomes for all.

9. According to HMI Probation’s Corporate Plan 2016–19, HMI Probation’s indicative budget for 2018–19 was £6.12 million and their FTE was 88 staff plus the HM Chief Inspector of Probation.5

10. The Inspectorate works in partnership with Ofsted, the Care Quality Commission, Estyn (the education and training inspectorate for Wales), Health Inspectorate Wales and Care and Social Services Inspectorate Wales. HMCIP also works closely with the Chief Inspectors of the other Criminal Justice Inspectorates to deliver a programme of joint inspection of the criminal justice system, agreed with Ministers, examining end-to-end processes that span two or more of the criminal justice agencies. The Chief Inspector works particularly closely with the Chief Inspector of Prisons, to provide joint inspection of offender management arrangements in prisons.

**HM Chief Inspector of Probation**

11. The responsibilities of the Chief Inspector are set out in full in the candidate information pack.6 They include:

- Ensuring the inspection of probation and youth offending services in England and Wales and provide independent scrutiny of the quality of work undertaken with individual offenders.
- Having oversight for the delivery and development of programmes of inspection against which both probation services provision and Youth Offending Teams are inspected.

---

5 [HMI Probation Corporate Plan 2016–19](https://www.justiceinspectorates.gov.uk/hmiprobation/about-hmi-probation/statement-of/)
6 See Appendix C
• Producing all inspection reports including findings and recommendations, providing independent assurance to the public on the effectiveness of adult and youth offending work.

• Visibly leading staff and managing a tight budget.

• Consulting with other Chief Inspectors and Ministers on the development of HMI Probation’s programme and framework.

• Maintaining the independence of the inspectorate from the inspected agencies and continue to make judgements independent of Ministers and the MoJ.

**The candidate**

12. Justin Russell, the Secretary of State’s preferred candidate for the post of HM Chief Inspector of Probation, is currently the Director General for No Deal EU Exit planning in the Ministry of Justice. Justin Russell has had a long career in the Civil Service, in senior roles advising the Prime Minister and overseeing policy delivery in a wide variety of areas. This includes within the criminal justice system, in his role as Director General for Offender Policy and Management within the Ministry of Justice from October 2016 until January 2019.

13. At the pre-appointment hearing, we asked Mr Russell a range of questions bearing on his suitability for the post. These included questions about his past experience and its relevance to the role, as well as questions intended to elicit his understanding of the challenges facing the probation sector. We also asked about his priorities for the Inspectorate. Mr Russell has worked since 2016 at the Ministry of Justice, the department responsible for the service that he will, if his appointment is confirmed, be called upon to scrutinise. We therefore took extra care in our hearing to explore the question of whether Mr Russell would be able to show the independence needed to lead the Inspectorate.

**Conclusion**

14. **We consider that Mr Russell fully meets the criteria necessary to fulfil the role of HM Chief Inspector of Probation, and we endorse his suitability for it. In particular, we are persuaded by the reassurance he gave us during our hearing that he would act as an independent and robust Chief Inspector.**
Appendix A: Posts which are subject to pre-appointment hearings before the Justice Committee

- Chair of the Judicial Appointments Commission
- Chair of the Office for Legal Complaints
- HM Chief Inspector of the Crown Prosecution Service
- HM Chief Inspector of Prisons
- HM Chief Inspector of Probation
- Prisons and Probation Ombudsman
Appendix B: Correspondence between the Lord Chancellor and Secretary of State for Justice and Robert Neill, Chair, Justice Committee

Letter dated 6 September 2018 from Rt Hon David Gauke MP, Lord Chancellor and Secretary of State for Justice, to Bob Neill MP, Chair, Justice Committee

RECRUITMENT OF HER MAJESTY’S CHIEF INSPECTOR OF PROBATION

I am writing to you to inform you of our plans to recruit the next Her Majesty’s Chief Inspector of Probation (HMCIP).

As you know, I am the Minister responsible for appointing the HMCIP, a public appointment that is subject to pre-appointment scrutiny by the Justice Committee.

In June, Dame Glenys Stacey publicly announced her intention not to seek re-appointment when her current term ends on 28 February 2019. I attach details of the recruitment exercise that will identify her successor. The post will be advertised on the Cabinet Office Public Appointments website.

I would be grateful if you could share any views you may have on the job description and role criteria by 9 September. My officials will be in touch to agree a suitable date for the pre-appointment hearing.

Rt Hon David Gauke MP

Her Majesty’s Chief Inspector of Probation - Job description and essential criteria

Job description

Her Majesty’s Chief Inspector of Probation (HMCIP) has a duty to ensure the inspection of probation and youth offending services in England and Wales and provide independent scrutiny of the quality of work undertaken with individual offenders. Probation provision is currently delivered by Community Rehabilitation Companies (CRCs) which are subject to contract management oversight by Her Majesty’s Prison and Probation Service (HMPPS) and the National Probation Service (NPS), which is directly line managed as part of HMPPS.

HMCIP is responsible for delivering and developing programmes of inspection and the inspection methodology or “framework” against which both probation services provision and Youth Offending Teams are inspected. The Chief Inspector is actively engaged in leading the day to day inspection process.
The responsibility for the production of all inspection reports including findings and recommendations sits with the Chief Inspector. HMCIP will provide independent assurance to the public on the effectiveness of adult and youth offending work.

The Chief Inspector will visibly lead staff and manage a tight budget. HMCIP accounts to the Permanent Secretary at the Ministry of Justice (MoJ) for the appropriate use of resources in accordance with budgetary delegation arrangements.

The Chief Inspector has a statutory requirement to consult other Chief Inspectors and Ministers on the development of HMCIP’s Programme and framework. The Chief Inspector needs to work with the other Chief Inspectors and Ministers and officials from the MoJ. The Chief Inspector should maintain the independence of the inspectorate from the inspected agencies and continue to make judgements independent of Ministers and the MoJ.

The role of the Inspectorate is changing. Over the past twelve months, the inspectorate has developed its inspection methodologies, introducing underpinning standards and a scheme for rating probation and youth offending services. The organisation has grown so as to enable it to inspect more frequently and more comprehensively, and so as to build new competences in the centre. The Chief Inspector will need to continue to embed and refine the new inspection methodologies and new organisational design over the period of the appointment.

**Essential Criteria**

It is essential, in your application, you demonstrate strong performance across the range of competencies set out below. Applications are welcome from senior leaders with a wide range of backgrounds from the public, private or voluntary sector and not necessarily from probation services.

Candidates should be able to demonstrate the ability to understand the operation of the criminal justice system to work with those who offend and how contract and performance management operates in both the private and voluntary sectors.

**Candidates will be able to demonstrate;**

- Ability to build trusting relationships with Ministers and to give sound, evidence-based advice;

- Proven high-level of intellectual rigour and analytical abilities including the ability to process and interpret complex information, apply reasoning skills and form judgements based on evidence;

- Evidence of challenging existing performance and sound independence of judgement;

- Resilient and inspiring leadership, with a record of either managing and leading or effectively holding to account a complex organisation in a challenging environment;

- Ability to demonstrate robust financial management within a tight and reducing budget;
• Ability to carry out a demanding workload deploying strong organisational skills together with evidence of managing limited resources and understanding of inspection methodologies as well as the risks and challenges associated with inspection in a challenging and competitive environment;

• Excellent communication and relationship management skills with the ability to be the voice of the organisation and to engage constructively with a wide range of stakeholders including offenders, front line staff, senior officials in government, Ministers, other scrutiny bodies, parliamentarians and the media; and

• Evidence of valuing and promoting diversity.

**Desirable Criteria**

The following criteria although not essential will also be taken into account by the selection panel:

• An understanding of the policy, political and media landscape in which the inspectorate works;

• An understanding, or experience of, offender management and rehabilitation, or the wider criminal justice system in the UK or comparable jurisdictions;

• Experience of the youth justice system and/or childrens’ services;

• Experience of working in another inspectorate or regulator

**Tenure:** Three years

**Time commitment:** Full Time

**Remuneration:** £135,000 per annum based on a 38-hour working week. Flexible working will be considered. The post is pensionable under the Civil Service Pension arrangements.

**Advisory Assessment Panel**

• Justin Russell, Director General, Justice Analysis and Offender Policy Group MoJ, Panel Chair

• Amerdeep Somal, Independent Assessor of the Financial Ombudsman Service, Senior Independent Panel Member

• Non-executive Director, Ministry of Justice

• Panel member with Senior probation Inspectorate expertise.

**Indicative timeframe:**

• Advertise w/c 17 September - w/c 8 October

• Sift: longlist w/c 15 October, shortlist w/c 29 October

• Interviews w/c 26 November
Letter dated 18 February 2019 from Rt Hon David Gauke MP, Lord Chancellor and Secretary of State for Justice, to Bob Neill MP, Chair, Justice Committee

RECRUITMENT OF HER MAJESTY’S CHIEF INSPECTOR OF PROBATION

Further to our correspondence about recruiting the next Her Majesty’s Chief Inspector of Probation, I am pleased to put forward Justin Russell as my preferred candidate for the Committee’s consideration.

Justin Russell has spent over thirty years working on a wide range of criminal justice issues as a researcher, policy maker and major programme leader and has a long-standing interest and involvement in probation and youth justice policy. This has included working as a Policy Special Adviser to Home Secretaries John Reid and Jack Straw and in the No.10 Policy Unit, as well as heading up the Home Office’s Violent Crime Unit from 2008 to 2012, where he led the production of the 2009 and 2011 Violence Against Women and Girls strategies and the Tackling Knives and Ending Gang and Youth Violence Programmes. Until recently, he was Director General for Justice Analysis and Offender Policy at the Ministry of Justice where he led the prison, probation and youth justice reform programmes. He has also worked for the Audit Commission and Mental Health Foundation and was a non-executive Director of Turning Point from 2005 to 2011.

Candidates were informed prior to appointment that the position was subject to scrutiny by the Justice Select Committee. As you are aware, the hearing is non-binding but I shall consider the Committee’s conclusions before deciding whether to proceed with the appointment. The role criteria, tenure and remuneration, advisory assessment panel membership, process and details of applications received are set out in the attached annexe.

Rt Hon David Gauke MP
1. Introduction

Dear Candidate,

Thank you for your interest in becoming Her Majesty's Chief Inspector of Probation (HMCIP). I welcome applicants from the widest possible field. Above all I am seeking an individual of utmost probity who is measured, grounded and competent in leading and running a high-profile organisation.

You may already have some idea about the important work of the Inspectorate and the following pages will tell you more about the Inspectorate's purpose and the nature of the Chief Inspector's role.

Youth offending and probation services can make a big difference to those receiving them and to wider society. I am now looking to appoint the new Chief Inspector to lead the Inspectorate at a time of significant growth and transformation, following the introduction of new inspection methodologies and standards for rating probation and youth offending services. This is a highly demanding but ultimately rewarding role and presents a rare opportunity for the right candidate to contribute significantly to improvements in the delivery of key public services.

The Inspectorate's work in identifying best practice, testing the effectiveness of the provision and offering a high level of assurance, plays a crucial role in challenging poor performance and driving improvements in service delivery. The Chief Inspector is responsible for leading an independent inspectorate, holding responsibility for the production of all inspection reports including findings and recommendations, providing independent assurance to the public on the effectiveness of adult and youth offending work. The Chief Inspector is the organisation's voice and spokesperson and is responsible for providing clear and visible leadership to over 65 staff.

I look to the Chief Inspector to provide objective, balanced findings that we can use to improve the standard and efficiency of probation services.

If you believe you have the experience and qualities we are seeking, I do hope you will consider applying for this important position.

The Rt Hon David Gauke MP

Secretary of State for Justice

2. About Her Majesty’s Inspectorate of Probation

Her Majesty’s Inspectorate of Probation (HMI Probation) is an independent inspectorate. The role of HM Chief Inspector of Probation (Chief Inspector) is a statutory appointment, under the Criminal Justice and Court Services Act 2000, reporting directly to Ministers, but operating independently of Government and the services under its scrutiny. Appointment is by open competition and is made by the Secretary of State for Justice and is subject to a pre-appointment hearing by the Justice Select Committee.
Further information on the Inspectorate and its activities, including its most recent annual report can be found on the website page:


**Location**

The main office, with support staff, is based in Manchester however the Chief Inspector may choose to be based in either Manchester or London (a considerable amount of the Chief Inspector’s time will be spent in London). Frequent travel to Manchester and London will be necessary.

**3. The role of Her Majesty’s Chief Inspector of Probation**

The Chief Inspector has a duty to ensure the inspection of probation and youth offending services in England and Wales and provide independent scrutiny of the quality of work undertaken with individual offenders. Probation provision is currently delivered by Community Rehabilitation Companies (CRCs) which are subject to contract management oversight by Her Majesty’s Prison and Probation Service (HMPPS) and the National Probation Service (NPS), which is directly line managed as part of HMPPS.

HMI Probation is responsible for delivering and developing programmes of inspection and the inspection methodology or “framework” against which both probation services provision and Youth Offending Teams are inspected. The Chief Inspector is actively engaged in leading the day to day inspection process.

The responsibility for the production of all inspection reports including findings and recommendations sits with the Chief Inspector. The Chief Inspector will provide independent assurance to the public on the effectiveness of adult and youth offending work.

The Chief Inspector will visibly lead staff and manage a tight budget, and is accountable to the Permanent Secretary at the Ministry of Justice (MoJ) for the appropriate use of resources in accordance with budgetary delegation arrangements.

The Chief Inspector has a statutory requirement to consult other Chief Inspectors and Ministers on the development of HMI Probation’s programme and framework. The Chief Inspector also needs to work officials from the MoJ. The Chief Inspector should maintain the independence of the inspectorate from the inspected agencies and continue to make judgements independent of Ministers and the MoJ.

The role of the Inspectorate is changing. Over the past twelve months, the inspectorate has developed its inspection methodologies, introducing underpinning standards and a scheme for rating probation and youth offending services. The organisation has grown to enable it to inspect more frequently and more comprehensively, and so as to build new competences in the centre. The Chief Inspector will need to continue to embed and refine the new inspection methodologies and new organisational design over the period of the appointment.
4. Person Specification

Applications are welcome from senior leaders with a wide range of backgrounds from the public, private or voluntary sector and not necessarily from probation services.

It is essential that your application demonstrates evidence of achievement in the areas listed in the criteria below, as far as you are able to. These responses will be further developed and discussed with those candidates invited for interview.

Essential Criteria

- Resilient and inspiring leadership, with a record of either managing and leading or effectively holding to account a complex organisation in a challenging environment;
- Proven high-level of intellectual rigour and analytical abilities including the ability to process and interpret complex information, apply reasoning skills and form judgements based on evidence;
- Evidence of challenging existing performance and sound independence of judgement;
- Ability to demonstrate robust financial management within a tight and reducing budget;
- Ability to carry out a demanding workload deploying strong organisational skills together with evidence of managing limited resources and understanding of inspection methodologies as well as the risks and challenges associated with inspection in a challenging and competitive environment;
- Excellent communication and relationship management skills with the ability to be the voice of the organisation and to engage constructively with a wide range of stakeholders including offenders, front line staff, senior officials in government, Ministers, other scrutiny bodies, parliamentarians and the media;
- Ability to build trusting relationships with Ministers / very senior stakeholders and to give sound, evidence-based advice; and
- Evidence of valuing and promoting diversity.

Desirable Criteria

The following criteria although not essential will also be taken into account by the selection panel:

- Experience of working in another inspectorate or regulator;
- An understanding of the policy, political and media landscape in which the inspectorate works;
- An understanding, or experience of, offender management and rehabilitation, or the wider criminal justice system in the UK or comparable jurisdictions;
- Experience of the youth justice system and/or children’s’ services.
5. Other important appointment information

**Appointment:** Her Majesty’s Chief Inspector of Probation for England and Wales is a statutory appointment under the Criminal Justice and Court Services Act 2000. The Act requires that the Inspector shall be appointed by the Secretary of State.

The Chief Inspector is required to adhere to the Terms of Appointment and, where appropriate, the Inspectorate’s terms of reference.

**Justice Select Committee Pre-Appointment Hearing**

If the Secretary of State decides you are the preferred candidate, you will appear before the Justice Select Committee in March (date to be confirmed).

Prior to the Select Committee hearing, the preferred candidate will be expected to undertake some preparatory work with Ministry of Justice officials. The hearing is non-binding, but the Secretary of State will consider the Select Committee’s conclusions before deciding whether to proceed with the appointment. The requirement for a Select Committee hearing may lead to a delay in announcing the successful candidate’s appointment.

<table>
<thead>
<tr>
<th>Location</th>
<th>The role could be based in central London or Manchester. Travel to London and Manchester will be required.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Term of appointment</td>
<td>3 years</td>
</tr>
<tr>
<td>Time commitment</td>
<td>Full time</td>
</tr>
<tr>
<td>Remuneration</td>
<td>£135,000 per annum, based on a working week of 37 hours</td>
</tr>
</tbody>
</table>

**Tenure:** Public appointments are offered on a fixed-term basis. We do this to ensure that the leadership of our public bodies is regularly refreshed, and HMI Probation can benefit from new perspectives and ideas.

The appointment will run for three years with the possibility of reappointment for a further term, subject to satisfactory appraisal and at the discretion of Ministers.

In line with the Governance Code for Public Appointments, there is a strong presumption that no individual should serve more than two terms or serve in any one post for more than ten years.

**Remuneration:** Remuneration is taxable and subject to Class 1 National Insurance contributions. The salary for the post is £135,000 per annum based on a 37 hours’ working week. Flexible working will be considered. The salary will be fixed for three years.

The post is pensionable under the Civil Service Pension arrangements. Details of the pensions available can be found on the following website:

[http://www.civilservicepensionscheme.org.uk/](http://www.civilservicepensionscheme.org.uk/). Your remuneration may be abated if you receive a public service pension.

Annual leave allowance will be 31 ½ days with pay. In addition, one privilege day and eight bank holidays to be taken at fixed times of the year.
**Location and Expenses:** The post-holder will be based at HMI Probation’s offices in London or Manchester. Travelling expenses may not be paid for journeys from home to the base Inspectorate office but travelling and subsistence allowances may be payable when the Chief Inspector is required to travel and/or stay away overnight in the course of their duties on the same basis as that applicable to senior civil servants.

**Performance Appraisal:** You will be assessed annually on performance.

**Standards in Public Life:** Public appointees are required to uphold the Committee on Standards in Public Life’s Seven Principles of Public Life (see Appendix 1). You are also expected to adhere to the Code of Conduct for board members of public bodies.

### 6. Advisory Assessment Panel membership

**The Panel will be:**

- Richard Heaton, Permanent Secretary to the Ministry of Justice and Panel Chair
- Amerdeep Somal, Independent Assessor of the Financial Ombudsman Service, Senior Independent Panel Member
- Mark Rawlinson, Non-Executive Director, Ministry of Justice
- Mike Maiden, Board Chair of Durham and Tees Valley Community Rehabilitation Company, and Chief Officer of North Yorkshire Police

The Advisory Assessment Panel Chair will report to Ministers on the outcome of the interviews. Ministers are responsible for making the appointment.

### 7. The appointment process and timeline

The table below sets out the key stages and timings in the process. Please note that these dates are accurate at the time of writing but may be subject to change.

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advert Closing Date</td>
<td>9am on Monday 12 November 2018</td>
</tr>
<tr>
<td>Candidates to submit full applications (1. CV; 2. personal statement; 3. supporting documents) by this date</td>
<td></td>
</tr>
<tr>
<td>Long List Meeting</td>
<td>Thursday 22 November 2018</td>
</tr>
<tr>
<td>Panel will meet to assess the applications. Long list of candidates agreed. Candidates will be informed of the outcome by e-mail.</td>
<td></td>
</tr>
<tr>
<td>Preliminary Interviews with Veredus</td>
<td>Post long listing</td>
</tr>
<tr>
<td>Longlisted candidates to have preliminary interviews with Veredus.</td>
<td></td>
</tr>
<tr>
<td>Short List Meeting</td>
<td>Tuesday, 4 December 2018</td>
</tr>
<tr>
<td>Panel will meet to assess preliminary interviews. Short list of candidates agreed. Candidates will be informed of the outcome.</td>
<td></td>
</tr>
</tbody>
</table>
Informal Discussions with the key stakeholders; references | Post short listing
---|---
Final Panel Interviews | Monday 7 January 2019
Shortlisted candidates will be interviewed by the Panel. |  
Select Committee | March 2019
Preferred candidate to appear before the Select Committee. Secretary of State will confirm appointment. |  
Appointment Announcement | March 2019
Appointment letter and security check forms sent to successful candidate. Appointment publicly announced, and security checks started. |  

Please note that it may not be possible to provide specific, individually tailored feedback following the sift stage, but we will provide, on request, feedback to those who are interviewed.

If you accept an invitation to interview, we will take two references in advance of the interview. By providing the details of two referees you are consenting to us approaching them in this way.

If you cannot attend an interview on one of the dates shown, please advise us as soon as you can. It may be possible to arrange an alternative date at the discretion of the Advisory Assessment Panel. **Please note that we do not pay travel expenses to attend interviews.**

The Secretary of State or another Minister may ask to meet each of the candidates before or after interview.

If called for interview, the Advisory Assessment Panel will explore your experience and expertise to determine whether you meet the essential criteria for the role. You may be asked to start the interview with a short presentation. If required, this will be confirmed in your invitation to interview letter.

**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.
8. How to apply

The Ministry of Justice have appointed Veredus, an executive search agency, to assist with this appointment.

To make an application, please submit:

- **A CV (around two sides of A4)** detailing your qualifications, employment history and any appointments or offices you hold. Please also provide your preferred contact number and email address.

- **A supporting statement (around two sides of A4)** providing evidence against the role criteria and your suitability for the post, including evidence of leadership qualities and a vision for the organisation. Please consider the role and criteria carefully in preparing your statements. Information from Advisory Assessment Panels indicates that applications which offer specific and tailored examples against the criteria, making clear the candidate’s role in achieving an outcome are often the strongest. Structuring the statement around the criteria using relevant headings also aids clarity.

- **Guidance on how to write a successful application** is provided [...]

**Supporting Documents**

Please also complete and return the following mandatory supporting documents:

- **potential conflicts of interest**: You should declare any actual or potential conflict of interest. The Advisory Assessment Panel may wish to explore these further with you if you are shortlisted for interview. Conflicts might arise from a variety of sources such as financial interests or share ownership, membership of, or association with, particular bodies or the activities of relatives or partners. If you need further advice, please contact our advising consultants at Veredus.

- **note of public appointments** – please list any appointments currently held;

- **the political activity declaration form** – in line with the Governance Code for Public Appointments, details of any declared activity will be made public if you are appointed; and

- **the equal opportunities monitoring form** – information is requested for monitoring purposes only and plays no part in the selection process. It will be kept confidential and will not be seen by the Advisory Assessment Panel.

Applications should be sent via Veredus’ website (www.veredus.co.uk), quoting reference number 930965.

All submissions will receive an automated response. If you do not receive confirmation of receipt when submitting your application, please contact us.

At Veredus, we take care to protect the privacy of our candidates and clients. To read more about how we collect, store and share your data please read our privacy notice which can be accessed here: https://www.veredus.co.uk/privacy-and-cookies
Further Information

If you have any questions about the role or would like to discuss the post further, please contact our advising consultants at Veredus.

Alternative format versions of this candidate information pack are available on request from Veredus: centralgovernment@veredus.co.uk.

9. Diversity and equality of opportunity

We encourage applications from all candidates regardless of ethnicity, religion or belief, gender, sexual orientation, age, disability or gender identity. We particularly welcome applications from women, those with a disability and those from a black or ethnic minority background.

We would also particularly welcome applications from those currently working in, or with experience of, the private sector, and those who have not previously held public appointments. We want to explore the widest possible pool of talent for this important position.

Arrangements for candidates with a disability

Guaranteed Interview Scheme

There is a guaranteed interview scheme (GIS) for candidates with disabilities who meet the minimum selection criteria.

The MoJ is a disability confident employer; further information can found here https://www.gov.uk/government/collections/disability-confident-campaign

Adjustments: If you have a disability and require adjustments to help you if you are called to attend an interview, please contact us to discuss further. Please quote reference 940965 in any correspondence.

To discuss any adjustments that you may require if appointed, please contact us.

10. Complaints Process

If you have a complaint about any aspect of the way your application has been handled, we would like to hear from you. In the first instance please write to or e-mail the Public Appointments Team at the address or e-mail address given below quoting the appropriate reference number.

Ministry of Justice, Head of the Public Appointments Team, ALB Centre of Expertise, 3rd Floor, 10 South Colonnade, Canary Wharf E14 4PU

E-mail address: PublicAppointmentsTeam@justice.gov.uk

Complaints must be received by the Public Appointments Team within 12 calendar months of the issue or the closure of the recruitment competition, whichever is the later.
We will acknowledge your complaint within two working days of receipt and reply as quickly and clearly as possible; within 20 working days of receipt. We will tell you if we cannot meet this deadline for any reason and provide an expected reply date.

**Taking it further:** If you are still concerned after receiving your reply you can write to:

Commissioner for Public Appointments, Room G/8, Ground Floor, 1 Horse Guards Road, London, SW1A 2HQ.

The Commissioner for Public Appointments regulates and monitors appointments to public bodies to ensure procedures are fair. More information about the role of the Commissioner, the Governance Code for Public Appointments and the complaints process is available at [http://publicappointmentscommissioner.independent.gov.uk/](http://publicappointmentscommissioner.independent.gov.uk/)

Alternatively, please contact the Commissioner’s office for a printed copy of the complaints process.

**Commissioner for Public Appointments Survey**

The Commissioner for Public Appointments would like to find out what you think of the public appointments process. When you have completed the process, the Commissioner would appreciate a few minutes of your time to complete this survey: [http://publicappointmentscommissioner.independent.gov.uk/candidate-survey/](http://publicappointmentscommissioner.independent.gov.uk/candidate-survey/). Your response will be anonymous and will inform the Commissioner’s ongoing work with Government Departments to improve the public appointments process.

### 11. Checklist

Please refer to the table below to ensure you send us all the necessary information.

<table>
<thead>
<tr>
<th>Documents to be completed and sent</th>
<th>Tick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your CV</td>
<td></td>
</tr>
<tr>
<td>Supporting Statement</td>
<td></td>
</tr>
</tbody>
</table>

**Completed Supporting Documents**

- potential conflicts of interest;
- public appointments held;
- referee details
- political activity declaration form; and
- the equal opportunities form

### 12. Your personal Information

In accordance with the Public Appointments Order in Council 2017 2(2), we will process your application in accordance with the Data Protection Act 1998 and the Ministry of Justice’s Information Charter, which can be found at:

Your data will be held securely and access will be restricted to those dealing with your application or involved in the recruitment process. The Commissioner for Public Appointments, may also request access as part of a complaint investigation or review of the recruitment process. Your data will be stored for up to two years and processed for the purpose of the recruitment process, diversity monitoring and, if successful, your personal record. If appointed, your data will be stored for the duration of your tenure and may be shared with the organisation to which you are appointed, unless specifically requested otherwise. Should you wish your data to be removed from our records, please contact publicappointmentsteam@Justice.gov.uk.

Appendix 1 - The seven principles of public life

All candidates for public appointments are expected to demonstrate a commitment to, and an understanding of, the value and importance of the principles of public service. The seven principles of public life are:

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.
Appendix 2

[Not printed]

Appendix 3 – Supporting Documents

CONFLICTS OF INTEREST AND PREVIOUS CONDUCT

• Any interests or conduct issues detailed here may be explored with you during your interview to establish how you would address the issue(s) should you be appointed.

• If you have any interests that might be relevant to the work of HMCI Probation and which could lead to a real or perceived conflict of interest should you be appointed, please provide brief details below. This information may be shared with Cabinet Office in line with Section 9.1 of the Governance Code of Public Appointments 2017. All information provided by applicants will be handled in a manner consistent with GDPR 2018.
Appendix D: Advertisement for Her Majesty’s Chief Inspector of Probation

Vacancy Description

The role of Her Majesty’s Chief Inspector of Probation:

The Chief Inspector has a duty to ensure the inspection of probation and youth offending services in England and Wales and provide independent scrutiny of the quality of work undertaken with individual offenders. Probation provision is currently delivered by Community Rehabilitation Companies (CRCs) which are subject to contract management oversight by Her Majesty’s Prison and Probation Service (HMPPS) and the National Probation Service (NPS), which is directly line managed as part of HMPPS.

HMI Probation is responsible for delivering and developing programmes of inspection and the inspection methodology or “framework” against which both probation services provision and Youth Offending Teams are inspected. The Chief Inspector is actively engaged in leading the day to day inspection process.

The responsibility for the production of all inspection reports including findings and recommendations sits with the Chief Inspector. The Chief Inspector will provide independent assurance to the public on the effectiveness of adult and youth offending work.

The Chief Inspector will visibly lead staff and manage a tight budget, and is accountable to the Permanent Secretary at the Ministry of Justice (MoJ) for the appropriate use of resources in accordance with budgetary delegation arrangements.

The Chief Inspector has a statutory requirement to consult other Chief Inspectors and Ministers on the development of HMI Probation’s programme and framework. The Chief Inspector also needs to work officials from the MoJ. The Chief Inspector should maintain the independence of the inspectorate from the inspected agencies and continue to make judgements independent of Ministers and the MoJ.

The role of the Inspectorate is changing. Over the past twelve months, the inspectorate has developed its inspection methodologies, introducing underpinning standards and a scheme for rating probation and youth offending services. The organisation has grown to enable it to inspect more frequently and more comprehensively, and so as to build new competences in the centre. The Chief Inspector will need to continue to embed and refine the new inspection methodologies and new organisational design over the period of the appointment.

Person Specification

Applications are welcome from senior leaders with a wide range of backgrounds from the public, private or voluntary sector and not necessarily from probation services.

It is essential that your application demonstrates evidence of achievement in the areas listed in the criteria below, as far as you are able to. These responses will be further developed and discussed with those candidates invited for interview.
Essential Criteria

- Resilient and inspiring leadership, with a record of either managing and leading or effectively holding to account a complex organisation in a challenging environment;
- Proven high-level of intellectual rigour and analytical abilities including the ability to process and interpret complex information, apply reasoning skills and form judgements based on evidence;
- Evidence of challenging existing performance and sound independence of judgement;
- Ability to demonstrate robust financial management within a tight and reducing budget;
- Ability to carry out a demanding workload deploying strong organisational skills together with evidence of managing limited resources and understanding of inspection methodologies as well as the risks and challenges associated with inspection in a challenging and competitive environment;
- Excellent communication and relationship management skills with the ability to be the voice of the organisation and to engage constructively with a wide range of stakeholders including offenders, front line staff, senior officials in government, Ministers, other scrutiny bodies, parliamentarians and the media;
- Ability to build trusting relationships with Ministers / very senior stakeholders and to give sound, evidence-based advice; and
- Evidence of valuing and promoting diversity.

Desirable Criteria

The following criteria although not essential will also be taken into account by the selection panel:

- Experience of working in another inspectorate or regulator;
- An understanding of the policy, political and media landscape in which the inspectorate works;
- An understanding, or experience of, offender management and rehabilitation, or the wider criminal justice system in the UK or comparable jurisdictions;
- Experience of the youth justice system and/or children’s’ services.

Additional Information

This post is subject to a pre-appointment hearing with the Justice Select Committee.

If the Secretary of State decides you are the preferred candidate, you will appear before the Justice Select Committee in March (date to be confirmed).
Prior to the Select Committee hearing, the preferred candidate will be expected to undertake some preparatory work with Ministry of Justice officials. The hearing is non-binding, but the Secretary of State will consider the Select Committee’s conclusions before deciding whether to proceed with the appointment. The requirement for a Select Committee hearing may lead to a delay in announcing the successful candidate’s appointment.
Appendix E: Information on the candidate put forward by the Justice Secretary for the pre-appointment hearing with the Justice Select Committee

<table>
<thead>
<tr>
<th>Name of the preferred candidate:</th>
<th>Justin Russell</th>
</tr>
</thead>
<tbody>
<tr>
<td>Candidate’s current CV (redacted for publication)</td>
<td>Annex B</td>
</tr>
<tr>
<td>Declaration of relevant interests made by the candidate</td>
<td>I have never worked for the National Probation Service or any of the CRC companies – nor for any of their parent companies. I have no relatives or friends that do either. As soon as I decided to apply for this role I notified the MoJ Permanent Secretary at the beginning of October 2018 and recused myself from any involvement in the selection process which was run by a separate part of the Department outside my line management chain, who have also ensured that I am excluded from any updates or progress reports to Ministers or the selection panel. To further avoid any risk of a perceived conflict of interest in relation to policy decisions taken after I applied for this role, I handed over policy and line management responsibilities and decisions for both HMI Probation sponsorship and the probation reform programme to others within MoJ in November 2018. I was appointed to my current role after the ‘Transforming Rehabilitation’ reforms went live and so had no role in developing the current controversial probation arrangements for which I might be criticised in future.</td>
</tr>
<tr>
<td>Declaration of relevant political activity in the last five years, made by the candidate required under paragraph 9.2 of the Governance Code on Public Appointments</td>
<td>No</td>
</tr>
</tbody>
</table>
| Proposed terms of appointment and remuneration (if any) | • Tenure: three years  
• Time Commitment: full time  
• Remuneration: £135,000 per annum, based on a working week of 37 hours |
Campaign Information

<table>
<thead>
<tr>
<th>Campaign Launch date</th>
<th>18 October 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campaign closing date</td>
<td>12 November 2018</td>
</tr>
<tr>
<td>Reason for any changes in timetable to that originally published</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Advertising strategy</td>
<td>The role was advertised by Veredus, The Times Online and on the Cabinet Office public appointments website. Five weeks of candidate search took place prior to launching.</td>
</tr>
</tbody>
</table>

Advisory Assessment Panel

- Sir Richard Heaton, Permanent Secretary, Ministry of Justice
- Amerdeep Somal, Independent Assessor of the Financial Ombudsman Service, Senior Independent Panel Member
- Mark Rawlinson, Lead Non-Executive Director MoJ
- Mike Maiden, Chair of Tees Valley CRC, Independent member

<table>
<thead>
<tr>
<th>Number of Applicants</th>
<th>12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of candidates invited to interview</td>
<td>5</td>
</tr>
<tr>
<td>Number of candidates found appointable</td>
<td>2</td>
</tr>
</tbody>
</table>

Diversity data regarding gender, ethnicity and disability cannot be disclosed as there are fewer than five candidates in each of these categories.

Guidance on diversity data

1. Departments must consider their obligations under data protection legislation when sharing this data with select committees. Candidates must be made aware at the outset of the campaign that their data will be shared with the select committee in this way. The data should not be shared in a way which means that individuals are identifiable.

2. Departments should follow ONS guidance on statistical disclosure control to meet this requirement. Where there are fewer than 5 candidates in any given category, diversity data must not be shared as this is potentially identifiable. For example, if you have six women and four men on a shortlist - you should not give any gender information.
Appendix F: Curriculum vitae - Justin Nicholas Russell

Justin Nicholas Russell

Director General, No Deal EU Exit Planning, Ministry of Justice (SCS PB3)  
Feb 2019 to present

Full time SRO responsibility for coordinating and testing the Ministry of Justice’s contingency planning for a possible No Deal EU exit after 29 March 2019. This includes overseeing the establishment of a Departmental Operations Centre; representing the Department at cross governmental senior officials EUXTP meetings; chairing the Department’s No Deal Readiness Board and reporting to Ministers and to the Department’s Executive Committee on every aspect of No Deal readiness. I sit on the MoJ Departmental Board and Executive Committee and am the Departmental champion on diversity and inclusion on that Committee.

Director General, Justice Analysis and Offender Policy, Ministry of Justice (SCS PB3)  
Oct 2016 – Jan 2019

I led a Group of over 650 analytical, policy and programme management staff in the Ministry of Justice with 33 SCS, including six Directors and a budget of £180m a year. We developed strategies and provided policy advice to Ministers on all aspects of prisons, probation and youth justice policy, and provided data and analytical services to all parts of the Department. I was also policy sponsor for four independent scrutiny bodies including Her Majesty’s Inspectorates of Probation and of Prisons. I led a range of major change programmes worth £600m a year, including the probation reform programme (until November 2018).

Director, Disability Employment and Support, Department for Work and Pensions (SCS PB2)  

I led a team of 120 DWP policy and programme staff and analysts across four locations which developed proposals on incapacity benefit reform for a Green Paper and future legislation and built the programme team to co-ordinate implementation.

Director, State Pension Policy, Department for Work and Pensions (SCS PB2)  
June 2012 – Aug 2014

Responsible for leading policy development on every aspect of state pension reform and DWP benefits for pensioners, relating to over £90bn spend per annum. I led the production of the January 2013 White Paper on the single-tier pension and the team which took the landmark 2014 Pensions Act through Parliament.

Head, Violent Crime Unit, Home Office, (SCS PB1)  
Aug 2008 – May 2012

I led the development of the first national cross-government strategy on gang violence and the production of two cross-government strategies to reduce violence against women and girls in 2009 and 2011. I also led the three-year national Tackling Knives Action Programme from 2008 to 2011.
**Director**, Performance  
*UK Border Agency (SCS PB1)*  
April 2008 – Aug 2008

I created and led a new 250-strong Performance Directorate for the Immigration Group of UKBA responsible for performance analysis and delivery planning; operational policy guidance and policy and strategy development.

**Head**, Asylum Policy  
*Border and Immigration Agency (SCS PB1)*  
Sept 2007 – March 2008

Responsible for leading a team of 100 staff providing expert policy advice and guidance to Ministers and asylum caseworkers on all aspects of asylum policy.

**Senior Policy Adviser** to the Home Secretary  
June 2006 – June 2007

John Reid’s Senior Adviser on all policy issues including probation and youth justice policy. I worked with the Department’s senior team to develop short and longer-term Home Office strategy, advised on all policy submissions and liaised with No10 and other key outside stakeholders.

**Director**, Strategy and Business Development  
*Bazian Ltd*  

As a Director of this evidence-based health care research company I led a programme of market research, identified new business opportunities and led negotiations with new business partners.

**Senior Policy Adviser** to the Prime Minister  
June 2001 – May 2005

Senior adviser to Tony Blair in the No10 Policy Unit on all issues relating to the Home Office, CPS and the Department of Constitutional Affairs, including prisons, probation and youth justice policy (for example, the establishment of NOMS and the 2003 Criminal Justice Act). Key responsibilities included commissioning and managing new policy thinking for the Prime Minister across Whitehall and leading negotiations to secure resources for the Prime Minister’s criminal justice priorities in Spending Reviews.

**Senior Policy Adviser** to the Home Secretary  

Senior Policy Adviser to Jack Straw, responsible for stimulating and tracking policy development across all policy areas and providing guidance on the Home Secretary’s priorities to senior officials across the Home Office.

**Senior Manager**, Audit Commission  

Senior manager within the Commission’s local government directorate, where I led a project to develop a guide for local councils and police authorities on preparing for the new ‘best value’ regime, published in November 1998.

**Other roles 1987 to 1997**

Other relevant professional development

**Major Projects Leadership Academy (cohort 13)** 2015 – 2016

I completed the Major Projects Leadership Academy, jointly delivered by Said Business School, University of Oxford and Deloitte in September 2016. This aims to develop the major project leadership capability of SROs and Programme Directors across Whitehall in a range of core areas.

**DWP Head of Policy Profession** 2014 – 2015

As professional lead for 1,000 policy professionals in DWP, I led the development of a Foundation and Intermediate policy skills curriculum for all policy professionals in the Department and represented DWP on the Policy Profession Board.

**High Potential Development Scheme (cohort 8)** Jan 2014 – Dec 2014

A year-long leadership programme for high potential Directors within the Senior Civil Service with the potential to progress to Director General, including a range of residential and one day sessions and other leadership development exercises.

**Non-Executive Director of Turning Point** 2005 – 2011

For six years I was a Trustee and then non-executive director on the unified board of one of the UK’s largest non-profit providers of mental health and substance abuse services with a turnover of £80 million per annum.

**Harkness Fellowship** 1993 – 1994

I spent a year in the United States as a Harkness Fellow, looking at prison and probation treatment programmes for drug addicted offenders. The good practice lessons from this led me to develop the ‘Drug Treatment and Testing Order’ (DTTO) which after the 1997 election was enshrined in legislation and became a £60m programme rolled out to 12,000 offenders a year.

**Qualifications**

B.A.Hons (2:i) Human Sciences, St John’s College, University of Oxford (1986)

Master of Science in Social Science, University of Bristol (1987)
Formal minutes

Tuesday 5 March 2019

Members present:

Robert Neill, in the Chair
Bambos Charalambous    Victoria Prentis
Robert Courts          Ellie Reeves
Janet Daby             Marie Rimmer
David Hanson

Draft Report (*Pre-appointment of the HM Chief Inspector of Probation*), proposed by the Chair, brought up and read.

*Ordered*, That the draft Report be read a second time, paragraph by paragraph.

Paragraphs 1 to 14 read and agreed to.

Six Papers were appended to the Report as Appendices A to F.

*Resolved*, that the Report be the Fifteenth Report of the Committee to the House.

*Ordered*, That the Chair make the Report to the House.

*Ordered*, That embargoed copies of the Report be made available, in accordance with the provisions of Standing Order No. 134.

[Adjourned till Tuesday 12 March 9.30am]

Witness

The following witness gave evidence. Transcripts can be viewed on the inquiry publications page of the Committee’s website.

Tuesday 5 March 2019

Justin Russell, Government’s preferred candidate for HM Chief Inspector of Probation.

Q1–49
<table>
<thead>
<tr>
<th>Session 2017–19</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Report</td>
</tr>
<tr>
<td>Second Report</td>
</tr>
<tr>
<td>Third Report</td>
</tr>
<tr>
<td>Fourth Report</td>
</tr>
<tr>
<td>Fifth Report</td>
</tr>
<tr>
<td>Sixth Report</td>
</tr>
<tr>
<td>Seventh Report</td>
</tr>
<tr>
<td>Eighth Report</td>
</tr>
<tr>
<td>Ninth Report</td>
</tr>
<tr>
<td>Tenth Report</td>
</tr>
<tr>
<td>Eleventh Report</td>
</tr>
<tr>
<td>Twelfth Report</td>
</tr>
<tr>
<td>Thirteenth Report</td>
</tr>
<tr>
<td>Fourteenth Report</td>
</tr>
<tr>
<td>First Special Report</td>
</tr>
<tr>
<td>Third Special Report</td>
</tr>
<tr>
<td>Special Report</td>
</tr>
<tr>
<td>------------------------</td>
</tr>
<tr>
<td>Fourth Special Report</td>
</tr>
<tr>
<td>Fifth Special Report</td>
</tr>
<tr>
<td>Sixth Special Report</td>
</tr>
</tbody>
</table>