

2021/22

the
Parole
Board

working with others
to protect the public

The Parole Board for England and Wales Annual Report & Accounts 2021/22

Working with others
to protect the public

Parole Board for England and Wales

Annual report and accounts 2021-2022

For the period 1 April 2021 to 31 March 2022

Presented to the House of 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

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The Rt Hon Dominic Raab MP
Deputy Prime Minister, Lord Chancellor and Secretary of State for Justice
Ministry of Justice
102 Petty France
London
SW1H 9AJ

20 July 2022

I have pleasure in presenting to you the Parole Board's Annual Report and Accounts for 2021/22.

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. Public protection is and always will be our top priority.

During 2021/22, the Parole Board continued its remote working model as the effects of the COVID-19 pandemic remained for most of the year. The Parole Board conducted 8,834 oral hearings in 2021/22, the majority via telephone and video.

Although our operating model changed, we have maintained our strong record on public protection. We directed the release of 4,139 prisoners, however, we also decided that 11,407 prisoners needed to stay in prison for the protection of the public. As such, just one in four prisoners met our stringent release test. This release rate has remained broadly similar pre and post pandemic.

Following the announcement of the long-awaited Root and Branch Review, we look forward to continuing to liaise closely with colleagues across the Ministry of Justice to work through the recommendations and ensure public protection remains our top priority.

Transparency is another key priority and continues to be embedded across all aspects of our work. We welcome proposals to go even further to facilitate public hearings. The Board is also working with the Ministry of Justice on plans to improve victim access to its hearings, with appropriate safeguards.

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

Yours sincerely

Caroline Corby
Parole Board Chair



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Annual Report and Accounts - Artwork



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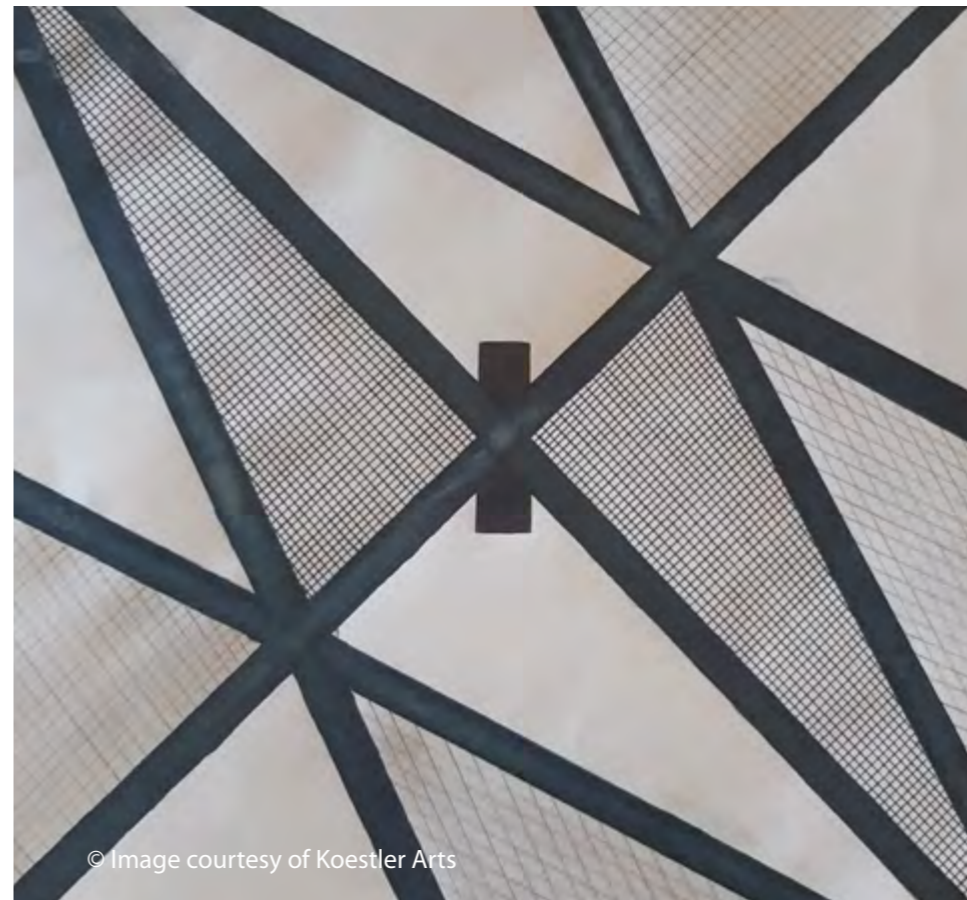
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1. Chair & CEO foreword

a. Statement

The Parole Board faced another challenging year as the continuation of COVID-19 was felt throughout much of 2021/22. Despite this, the Parole Board has fully embedded remote hearings into its work, with the vast majority of cases continuing to be heard via video or telephone. Of course, where required, a small number of cases were heard face-to-face inside prisons. The decision on whether or not a case is heard remotely or face-to-face is based purely on the needs of the case.

Regardless of the method of hearing, cases continued to move through the system effectively without any significant backlog emerging. The Parole Board would like to record its thanks to HM Prison Service for its rapid improvements in its virtual hearing capacity, to ensure cases continued to be heard.

Crucially, despite changes to its operating model, the Board's release rate has remained stable at roughly 25%. That is around 1 in 4 prisoners reviewed by the Parole Board meet the test for release, which is set by Parliament. The Parole Board has maintained its strong record on public protection, which is and always will be its top priority. During 2021/22, fewer than 0.5% of prisoners released by the Parole Board were charged with a Serious Further Offence (SFO).

This compares favourably with other parole jurisdictions around the world; however, each SFO is one tragedy too many and each case is thoroughly reviewed to ensure that any changes or improvements needed are actioned properly and speedily.

By the end of the reporting year:

- 8,834 oral hearings were conducted
- 6,336 oral hearings were concluded
- 2,353 prisoners were refused release at oral hearing
- 3,434 prisoners were directed for release at oral hearing
- 556 prisoners were recommended for open at oral hearing
- 9,054 prisoners were refused release at the MCA review

- 705 prisoners were released at the MCA review
- 12 prisoners were recommended for open at the MCA stage
- In total 11,407 prisoners were refused release and 4,139 prisoners were released.

The Board also carried out a huge amount of other important work:

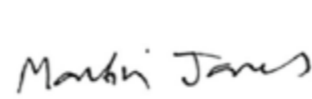
- 22 more panel chairs trained and accredited
- 19 new members recruited
- Extensive member training has continued to be delivered including vital further training around handling Terrorist Act cases
- Several pieces of updated guidance have been issued including; transgender prisoners, restorative justice, licence conditions, interventions and specialist reports
- Number of summaries issued this financial year is 1,706
- Number of reconsideration decisions received in 2021/22 is 262. 69 were ineligible and 195 were eligible. 39 were granted and 156 refused
- The Parole Board has continued to contribute and provide input to the Root and Branch Review of the parole system.

Finally, the Parole Board would like to record its thanks to its members and staff. 2021/22 has not been an easy year and everybody has responded to the challenges in an exemplary fashion. The Board also thanks member Simon Ash for his contribution on the Management Committee (MC) before stepping down from the role in 2021, and welcomes members Maneer Afsar and Cassie Williams as well as Non-Executive Director Julie Dent on to MC.

Caroline Corby,
Chair of the Parole Board



Martin Jones CBE,
CEO of the Parole Board



Date
12 July 2022



b. Headlines from 2021/22

i) Root and Branch Review

The Parole Board saw the publication of the Ministry of Justice's Root and Branch Review of the parole system in March 2022. Legislative change is required for some of the proposals in the Root and Branch Review, which will, of course, require careful scrutiny in Parliament. The Board is committed to working closely with colleagues in the Ministry to ensure they are supported with all the data and information they require.

ii) Transparency

Transparency is one of the Parole Board's key priorities and one which it has taken significant strides in improving in recent years. There is still work to be done in this area and openness and transparency continues to be embedded across all aspects of the Parole Board's work. Transparency around process and decision making is absolutely key and, as such, this year, 1,706 summaries of its decisions were issued, primarily to victims but also to the media and members of the public. The Parole Board welcomes proposals to go

even further and as per the direction of the Root and Branch Review, the Parole Board is committed to facilitating public hearings in the few cases where this is requested and would be in the interests of justice. The Board is also working with the Ministry of Justice (MoJ) in an effort to progress plans to improve victim access to its hearings, provided there are appropriate support systems in place to avoid retraumatising victims. There is no doubt it is crucial for public confidence that the parole system is as open as possible.

iii) Remote hearings

The Parole Board continues to hold the majority of its hearings via video-link, and to a lesser extent telephone. The Board conducted 75% of all oral hearings via video-link, 22% were telephone hearings, 2% hybrid hearings and just 1% face-to-face hearings. As the effects of COVID-19 on accessing prisons has lessened, a growing number of cases have been heard inside prisons, although in relatively small numbers as we have found our new virtual ways of working to be safe and effective.

iv) Dealing with terrorist cases

Ensuring the Parole Board is able to deal effectively and fairly with those convicted of terrorism offences goes right to the heart of its role in protecting the public. Following the Terrorist Offenders (Restriction of Early Release) Act 2020, the Parole Board has ensured that increased numbers of members are specially trained and ready to deal with these cases. This experienced cohort of members go through intensive ongoing training specific to terrorist cases and is made up of members from backgrounds such as former and serving judges, chief constables, prison governors, prosecutors, psychologists and psychiatrists. The Parole Board has also forged strong links with other agencies across the criminal justice system to ensure that decisions are informed by the fullest available information on risk.

v) Member recruitment

The Parole Board recently recruited 19 new specialist members to work specifically on Terrorist Act cases. Due to the critical public protection nature of these cases, the Board saw fit to bolster its expertise in this area and we now have around 70 members out of a total of 346 handling such cases. The Parole Board envisages a further recruitment drive for independent members in the coming year including members with a law enforcement background.

vi) Member training

There is an established programme of required learning for members in place which includes topics such as effective questioning, terrorism, extremism and radicalisation. In addition, separate training is given on unconscious bias and panel chair training.

vii) Guidance updates

The Parole Board continues to progress its Guidance Project, updating and bringing together all of its published guidance for panel members in one place. The Board would like to extend its gratitude to members who have supported and continue to support the development of the various pieces of guidance whether by drafting sections or peer reviewing. Amongst our published work, there is guidance on Representation, Prisoners who are Transgender and Restorative Justice, Member Case Assessment (MCA), Licence Conditions, Interventions, Specialist Reports, Risk Assessments, Children, Young Adults and Mental Capacity & Litigation Friends.



Jammy Dodger, HM Prison Peterborough,
Commended Award for Drawing, 2021
© Image courtesy of Koestler Arts

i. About the Parole Board

What is the Parole Board?

The Parole Board is an independent body that sits as a court with other criminal justice agencies to protect the public by risk assessing prisoners to decide whether they can be safely released into the community. The Parole Board is an Arms Length Body of the Ministry of Justice.

What are the strategic aims of the Parole Board?

Each of the below strategic aims for the Parole Board relate to Key Performance Indicators (KPIs) which are measured within the 'How we Performed' section of this report.



1) Independence

The Parole Board makes independent, impartial and quality decisions



2) Efficiency

The Parole Board works efficiently and effectively and to provide value for money



3) Transparency

The Parole Board seeks to be open and transparent as possible

Members



ii. Strategic Risk Management

The Parole Board's processes for managing risk and its key contractual and stakeholder relationships are reported in the governance statement, as well as data related incidents. The Parole Board maintained a key risk register to monitor the risks to delivering the Parole Board Strategy 2020 to 2022. The register was reviewed throughout the year by the Audit and Risk Committee to reflect the main risks that the Parole Board was facing at that moment (p36-37).

i. Going Concern

The Parole Board's future costs are expected to be met by future grant-in-aid from the Parole Board's sponsoring department, the MoJ, which has included the Parole Board's grant-in-aid for 2022/23 in its estimates. The Parole Board's accounts are therefore prepared on a going concern basis.

ii. Financial Review

There was an increase on the Parole Board's grant-in-aid in 2021/22 to £21,295,000 (2020/21 £21,072,500). 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.

Total comprehensive net expenditure has increased by 6.9% on 2020/21. This is due to additional costs as a result of the implementation of the Tailored Review with additional fees for chairing decision report writing. There has also been an increase in support staff costs recruited to facilitate remote hearings now as business as usual supported by additional investment in Parole Board member laptops that has increased the depreciation costs on the previous year.

iii. How we Performed

This section covers the key challenges to the delivery of the Parole Board's objectives and how it has performed against these and their underpinning KPIs during 2021/22.

The Parole Board makes independent, impartial and quality decisions

- Achieved
- On track
- Requires improvement
- This was not a reportable KPI in 2021/22

The Parole Board makes independent, impartial and quality decisions	2020/21	2021/22	
95% of cases heard by the Review Committee are found to be justified by the Review Committee	85%	71%	∨
More than 14% of Parole Board members are from a BAME background by April 2022	17%	18%	∧
95% of reconsideration applications within 21 days	43%	54%	∧
Staff engagement scores increase by 2% annually	4% increase	1% increase	∨
50% trained to Panel chair level	52%	42%	∨

The increased volumes of cases and complexity of cases has resulted in additional operational staff costs to manage a higher active caseload and processing cases of higher complexity and risk.

The Statement of Financial Position shows total net liabilities of £72k as at 31 March 2022, which will be deducted from future receipts of grant-in-aid from the MoJ as the obligations fall due.

The total comprehensive net expenditure by the Parole Board in 2021/22 was **£22,470k** (2020/21 £21,015).

	2021/22 £000	2020/21 £000
Staff and member costs:	18,913	17,681
Other operating costs:	3,557	3,334
Total comprehensive net expenditure:	22,470	21,015

b. Performance Analysis

The Parole Board is independent, impartial and remained committed to ensuring it made high quality, safe decisions in 2021/22.

The Parole Board received 19,708 referrals, and made 31,365 interlocutory decisions in 2021/22.

In 2021/22 the Parole Board decided not to release 11,407 prisoners for the protection of the public. The fact that these prisoners' sentence had been reviewed by an independent tribunal ensures that their continuing detention is lawful. Having carefully reviewed the evidence, the Parole Board directed the release of 4,139 people. The overwhelming majority of people progressed or released by the Parole Board are safely managed in the community, however, the Parole Board rigorously reviews every case where an offender is charged with a serious further offence after release (even when charges are sometimes subsequently lessened or there is a finding of not guilty). Identified learning points are also shared with the wider membership.

71% rather than 95% of cases heard by the Review Committee were found to be justified. This was based on a very low number of cases (27) being reviewed over 12 months, where 19 were found to be justified. When a case is deemed 'justified' this means that the evidence was analysed and the correct test was applied. The decision is understandable and balanced and justified from the information available to the panel at the time. Most panels would have reached the same conclusion.

Since 2016, when the Parole Board started implementing its strategy to improve the diversity of its members, it has gone from less than 5% Black, Asian, and minority ethnic (BAME) representation to 18%.

In 2021/22 there were 195 eligible applications received (206 in 2020/21) under the reconsideration mechanism. The reconsideration mechanism allows parties to the case to apply for reconsideration of a parole decision. The Parole Board seeks to ensure that all reconsideration applications have a decision made within 21 days. In 2021/22 this has been measured and reported on with a new Key Performance Indicator.

54% of reconsideration applications, rather than 95% had a decision made within 21 days of the application being sent to the reconsideration panel. Where parties are not asked for further information 94% are concluded in 21 days. Given the work the team has done to review its processes and improve turnaround times over the year, in March 2022 even including cases where further information was requested, 93% of applications were concluded to time.

The Parole Board was proud to achieve a silver Investors in People Award owing to its staff culture and engagement.

Investors in People is a government-based project that supports organisations in becoming the best they can for their people. They assess how much trust there is between people and the leadership, does the leadership inspire, where staff are supported and if the business is ready for change.

The Parole Board achieved the second highest possible grade of silver and scored highly in several areas including: enabling collaborative working; making decisions; measuring and assessing performance, adopting the values and understanding the external context.

One of the highest scoring areas was creating trust and transparency, which has been at the top of the Board's agenda in recent years and something it is fully embracing and embedding through its work.

Focusing on the future and embracing change was also commended and the Board was praised in the empowering people and making decisions categories.

During 2021/22, a further 22 Panel Chairs were accredited via e-training, bringing the total number of accredited Panel Chairs to 108. This puts the Parole Board in a better position to support its increasing caseload. Whilst we have trained more members to chair, some of those chairs are still going through supported sittings and ongoing mentoring before receiving full accreditation. We were aiming to have 44% of the membership actively chairing. We are currently at 346 with 31% of members accredited and 38% actively chairing.

The Parole Board works efficiently and effectively and provides value for money

The Parole Board works efficiently and effectively and provides value for money	2020/21	2021/22	
90% of decisions are issued within 14 days of the oral hearing with adjournment notices issued in all other cases	88%	88%	—
Maintain GPP cases outstanding at less than 20% of active caseload	19%	18%	∨
95% of cases have a hearing date within 3 months of being made ready to list	YTD average 94%	YTD average 94%	—
Less than 6% of oral hearings are deferred on the day * Against a target of below 10%	YTD average 3%	YTD average 5%	N/A
70% of hearings produce a conclusion at the scheduled sitting	YTD average 66%	YTD average 73%	∧
In year budget variance is no greater than 1%, with no overall underspend	3.2%	8.1%	∨

The Parole Board has continued to work efficiently and effectively and provide value for money in 2021/22.

A key challenge this year has been ensuring that 90% of decisions are issued within 14 days of the oral hearing, with adjournment notices issued in all other cases. The predominant reason for this is that panels required additional information before concluding a review on the papers.

Despite the ongoing challenges COVID-19 imposed on oral hearings, the Parole Board was able to ensure that 94% of cases had a hearing date within 3 months of being made ready to list.

The Parole Board sought to ensure less than 6% of oral hearings are deferred on the day compared with a 10% target in 20/21.

The budget variance of 8.1% underspent was rather than 1% underspend due to a higher budget of hearing volumes planned than delivered in year.

The Parole Board seeks to be open and transparent as possible

The Parole Board seeks to be open and transparent as possible	2020/21	2021/22	
95% of summaries are produced within 14 days of the decision being issued	YTD average 79%	YTD average 85%	∧
The portrayal of the Parole Board in media coverage remains at a consistent Positive vs Negative proportion	*	YTD average 59%	N/A

* These KPIs were introduced in 2020/21. A measurement against the KPI has been added, where reportable, for 2020/21 so that there is comparable data.

b. Performance Analysis

The Parole Board continues to seek to improve its openness and transparency.

Since the launch of summaries in May 2018, there have been 6,066 requests in total. The service, predominantly utilised by victims, has proved to be popular. In measuring its performance, the Parole Board aims to ensure that 95% of summaries are produced within 14 days of the decision being issued.

However, in 2021/22, 85% rather than 95% of summaries were produced within 14 days. An action plan was put in place in November 2021 to improve the turnaround of summary requests. A sustained improvement has been seen over the last 3 months which we expect to continue next year averaging nearer to 95%.

Victims

The Board particularly supports the recommendations of the Root and Branch Review aimed at further openness and transparency around the Parole Board's judicial decision making and improving access to the process for victims. Improved access to parole decision making for both victims and members of the public are at the heart of the Board's future plans.

Reviewing decisions

The Parole Board has seen a total of 27 cases heard by the Review Committee over 2021/22, 19 of which were found to be justified with learning or justified with good practice. 8 cases heard by the Committee did not receive a justified grade.

There was a wide spread of serious further offending including 4 cases of murder and 5 of rape, committed by recalled prisoners. There have also been convictions for aggravated burglary, false imprisonment, armed robbery, kidnapping and attempted murder. The data shows that those serving life sentences are far less likely to commit an SFO than those offenders on other sentences. Of the 27 cases referred to the Review Committee, 13 involved IPP prisoners, 4 offenders on an extended sentence, 6 on a determinate sentence and 4 on a life sentence.

Every serious further offence is a tragedy in which victims and their families' lives are affected forever. Whilst these represent a tiny proportion of cases considered, one case is one tragedy too many and we take these extremely seriously. Where this happens, the Parole Board is committed to doing everything it can to learn the lessons that will help to prevent further tragedies.

The Parole Board's serious further offence rate is consistently around 0.5% and only 1 in 4 of the prisoners reviewed by the Board meet the legal test for release. The vast majority are ordered to remain behind bars for the protection of the public.

The Board has a dedicated review process led by the Review Committee which closely examines and scrutinises any parole release decision after a serious further offence. This process involves external, independent experts, alongside members who are judges, psychologists, psychiatrists as well as senior management and is in place to identify any lessons that could help prevent further tragedies.

Prisoners directed for release by the Board are released on licence to be managed in the community by the Probation Service. The Probation Service are able to recall an offender to custody at any point if their behaviour causes concern.

New member recruitment

The strength of Parole Board panels lies in the depth and breadth of professional and social backgrounds they include. The Board has been delivering on a continued commitment to increase the diversity of the Parole Board membership.

As part of this pledge, the Board launched a highly specific recruitment drive to expand the number of members we have from a law enforcement and counter-terrorism background to bolster our specialist cohort responsible for reviewing offenders convicted under the Terrorism Act.

The campaign concluded in December 2021 and saw an additional 19 members join. They include former senior police officers from the rank of Chief Superintendent to Assistant Chief Constable, senior probation staff specialising in counter-terrorism and extremism, a former National Crime Agency director, Diplomatic Service personnel and a specialist investigator.

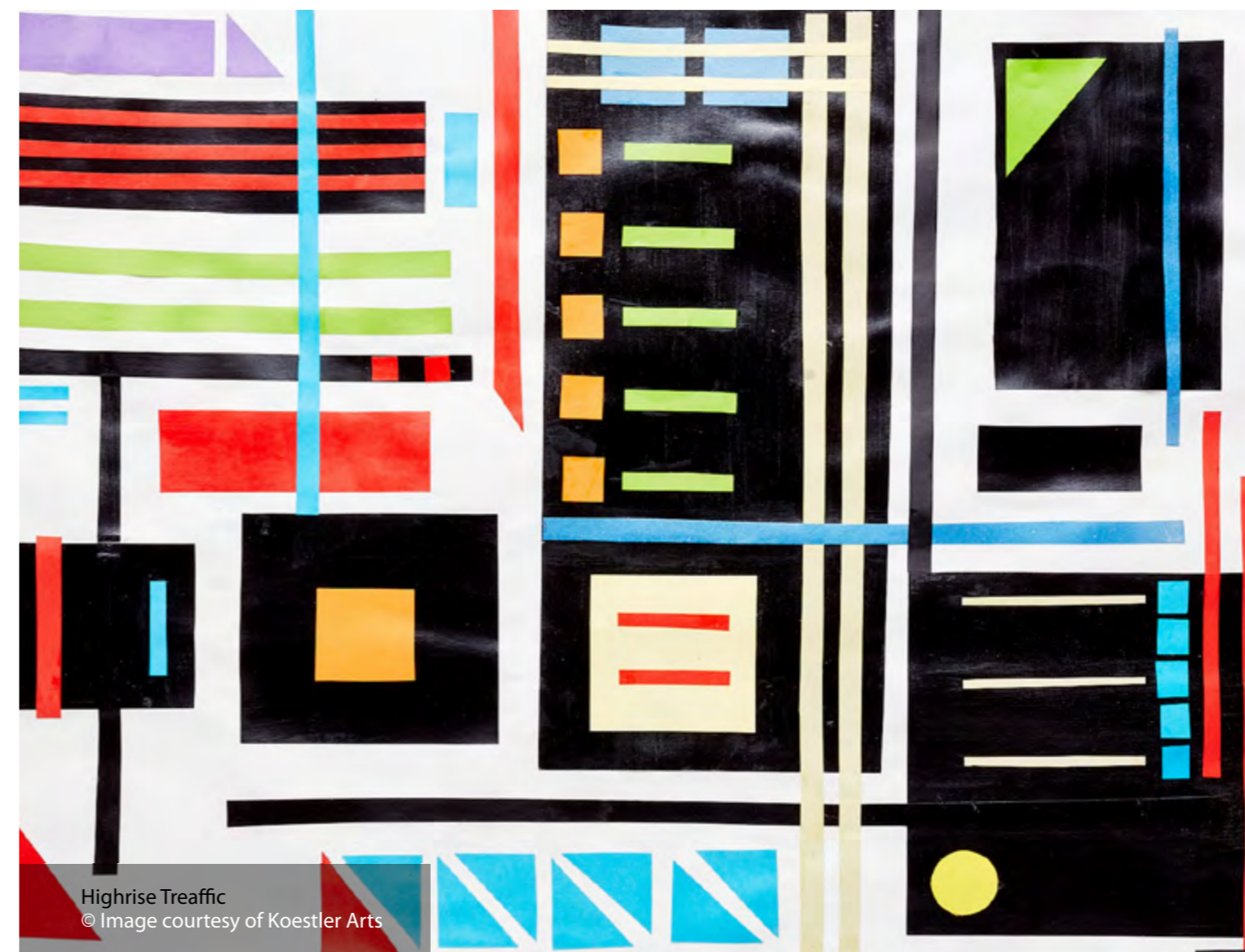
iv. Root and Branch Review

The Root and Branch Review was published in March 2022 by the Secretary of State for Justice following its announcement in October 2020.

The proposals tabled by the Secretary of State for Justice are outlined below:

- A new precautionary approach to the release of a "top-tier" of the most serious offenders. "Top-tier" will be defined as those convicted of murder, rape, terrorism and causing or allowing the death of a child
- A Secretary of State power to block a decision by the Parole Board to release a "top-tier" offender
- Refine the statutory release test to make it more prescriptive

- Increase the number of Parole Board members from a law enforcement background and ensure they sit on panels in "top-tier" cases
- Improve transparency and victim participation in the parole process including the right to apply to observe a hearing and hold certain cases in public
- Introduce a Parole System Oversight Group. This would monitor the whole end-to-end parole system and the establishment of independent third party scrutiny of the parole process to provide additional checks and assurance that the system is operating effectively and efficiently.



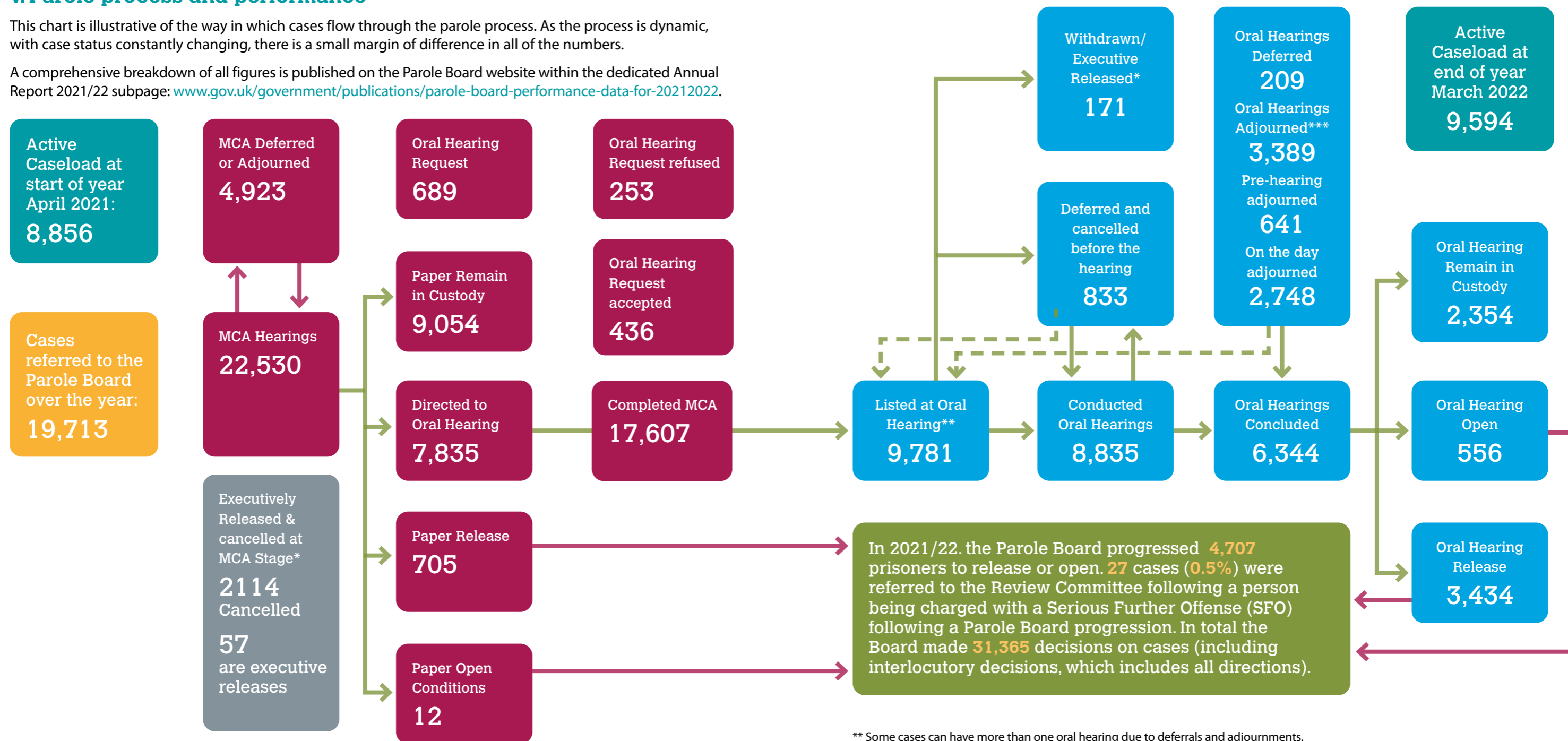
Highrise Treaffic
© Image courtesy of Koestler Arts

b. Performance Analysis

v. Parole process and performance

This chart is illustrative of the way in which cases flow through the parole process. As the process is dynamic, with case status constantly changing, there is a small margin of difference in all of the numbers.

A comprehensive breakdown of all figures is published on the Parole Board website within the dedicated Annual Report 2021/22 subpage: www.gov.uk/government/publications/parole-board-performance-data-for-20212022.



** Some cases can have more than one oral hearing due to deferrals and adjournments.

*** Of the 3,389 adjourned hearings, 1,107 were subsequently concluded on the papers (460 remain in custody, 74 open conditions & 573 releases). These numbers are included in the oral hearing concluded outcome figures reported in the chart.

*The decision to withdraw or executively release is made by the Secretary of State. This is not as a result of a Parole Board direction. Executive release is a process whereby the Secretary of State can grant release on the papers without a parole hearing taking place.

b. Performance Analysis

The tables below show a breakdown of oral hearing* outcomes for each ethnicity and gender, where this was identified.

*This is purely for oral hearings and does not contain data for paper member case assessments.

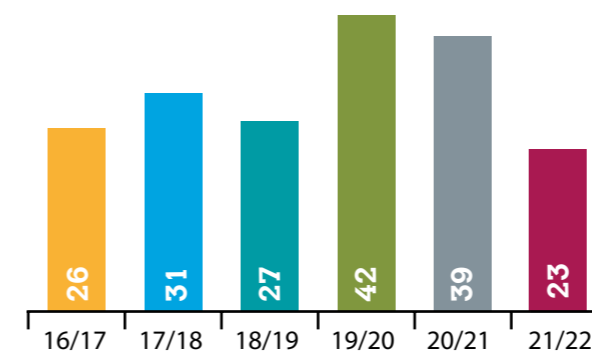
Outcomes by ethnicity 2021/22			
Release			
52%	Asian	55%	Mixed
52%	Black	55%	White
46%	Chinese & Other	54%	Average
Remain in custody			
41%	Asian	38%	Mixed
35%	Black	67%	White
41%	Chinese & Other	37%	Average
Open condition			
7%	Asian	7%	Mixed
11%	Black	9%	White
12%	Chinese & Other	9%	Average

Outcomes by Gender 2020/21			
Release		Remain in custody	
74%	Female	19%	Female
54%	Male	36%	Male
Open condition			
6%	Female		
9%	Male		

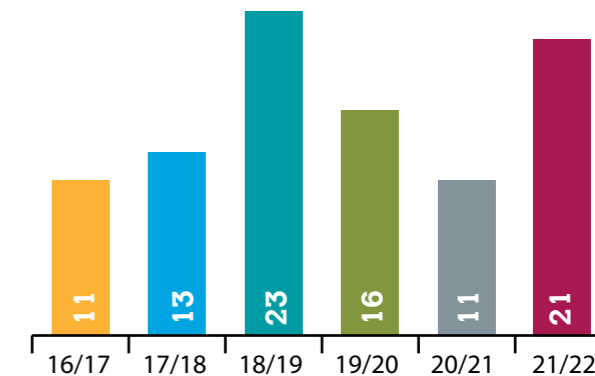
Challenges, Requests for Information, and Complaints

Challenges, Claims and Requests 2016/17 - 2021/22

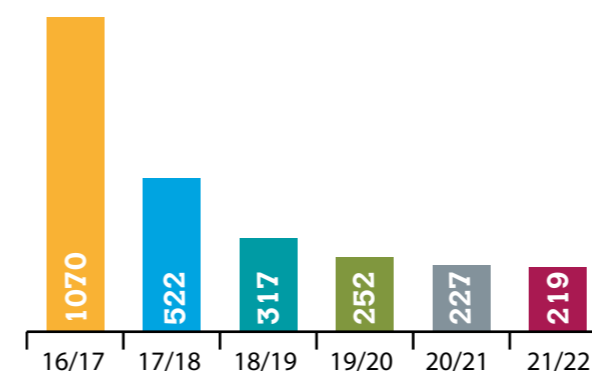
Judicial reviews



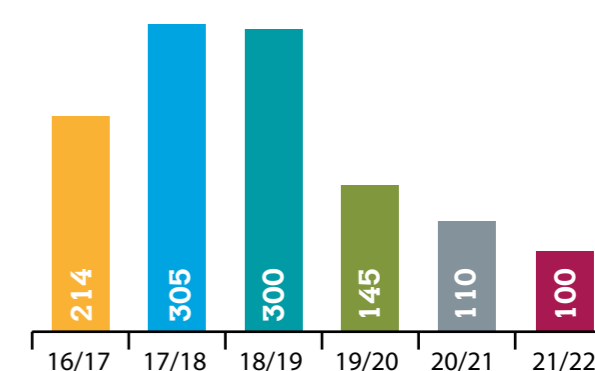
Private law claims



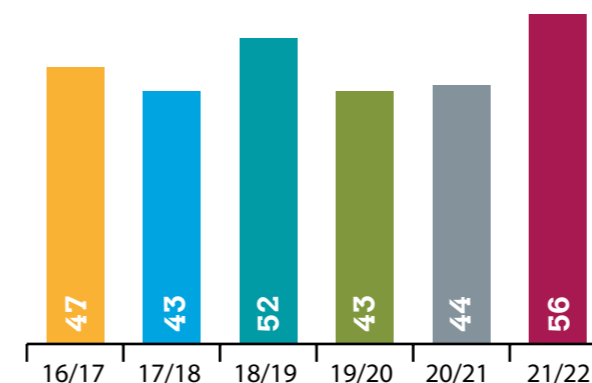
Pre-action claims for damages



Pre-action claims for judicial reviews

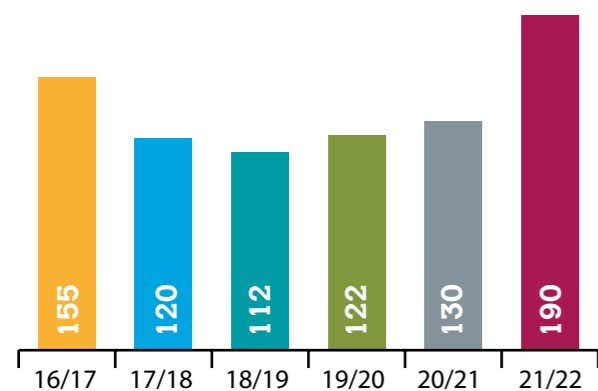


Freedom of information requests



b. Performance Analysis

Complaints about the service provided by the Parole Board 2016/17 – 2021/22



Total complaints received	190
Complaint category	Number
Admin error – e.g. processing errors by Operations Team (including incorrect sharing of information)	19
Communication – e.g. any instance that involves parties not being kept informed of changes/developments within the review	8
Decision – Unhappy with decision outcome	18
Listing Delays – e.g. backlog issues or timeframe for hearing to be listed/re-listed	39
Member practice – e.g. unhappy with the way a panel has conducted itself	46
Victim issues – e.g. anything relating to or from a victim	7
Complaints process – e.g. where previous letters have been sent but no response has been received	0
Other (e.g. complaints relating to external organisations)	53

Total complaints received	Fully or partially upheld	Not upheld	Outstanding at 31 March 2022	Rejected – Outside of Policy Remit	Withdrawn
190	35	56	13	80	6

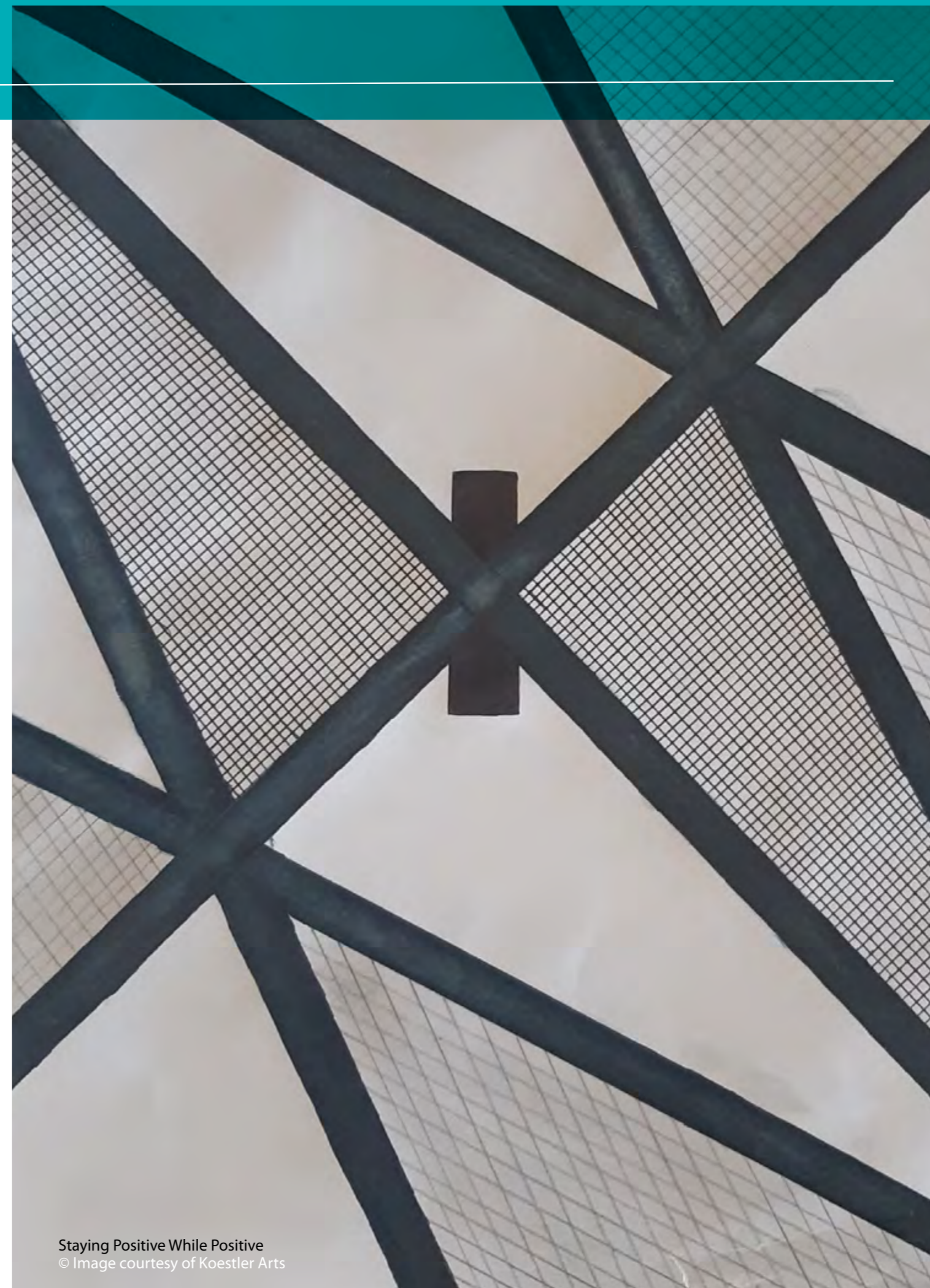
vi. Sustainable Development

In 2021/22 almost all parole hearings continued to take place remotely, massively reducing member need to travel - and significantly reducing the Parole Board's carbon footprint.

Since March 2018, 100% of the membership are using a fully digital alternative to paper dossiers. The Parole Board awaits the upcoming Greening Government Commitments report.

Martin Jones CBE
Chief Executive and Accounting Officer
12 July 2022

Martin Jones



Staying Positive While Positive
© Image courtesy of Koestler Arts

3. Accountability Report

a. Corporate Governance Report

i. Chief Executive's Report

1. Background and Statutory Framework

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

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). Our primary function is to determine whether prisoners referred to the Parole Board by the Secretary of State for Justice continue to represent a risk to the public.

The Parole Board also offers advice to the Secretary of State on whether prisoners can be safely managed in open prison conditions.

The Parole Board is guided in its work by the Parole Board Rules 2019.

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. Principle Activities

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

The Parole Board has five functions in England and Wales:

- 1) 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;
- 2) Deciding whether to release some categories of determinate sentence prisoners;
- 3) Deciding whether some prisoners who have been recalled to prison can be re-released;
- 4) Advising the Secretary of State whether some indeterminate prisoners can be progressed from closed to open conditions;
- 5) Advising the Secretary of State on any release or recall matters referred to it.



Jammy Dodger, HM Prison Peterborough, Commended Award for Drawing, 2021
© Image courtesy of Koestler Arts

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 Parole 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 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 HMPPS, on behalf of the Secretary of State for Justice (SSJ). There will usually be representations from the prisoner, or legal representative (if one has been instructed), and sometimes a victim personal statement.

4. 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 the 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).

5. Funding

The Parole Board's sponsor is the Director General for Justice Analysis and Offender Policy within the MoJ.

The Parole Board's only source of funding is grant-in-aid which is provided by the MoJ. This comprised cash funding of £21,295,000 (2020/21 £21,072,500).

In addition, the MoJ met costs of £920,158 for the Parole Board (2020/21 – £830,275) 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 £22,215,158 which was an increase of £312,383 from 2020/21 (2020/21: £21,902,775).

The Parole Board's cash at bank as at 31 March 2022 was £680,928.20. Compared to the comparative number for 31 March 2021 £1,039,612.42

6. 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 covered by the Board together with costs covered by the MoJ on the Board's behalf.

Unit costs for hearings have seen increases in 2021/22. Oral hearing unit costs have increased by 9.1% and paper hearing costs have increased by 4.2%. Oral hearings unit cost have increased due to planned completions are not as high as planned and further work with stakeholders is being undertaken to improve the process. For paper hearings this is due to a proportionate reduction in cases that have not been progressed to oral hearing or completion. The paper hearing cost per completion was £889 in 2020/21 compared to this year of £843, a reduction of 5.2% and represents an improvement in the efficiency of the paper hearing process.

	2017/18	2018/19	2019/20	2020/21	2021/22
Paper hearing	£320	£315	£315	£307	£320
Oral hearing	£1,406	£1,336	£1,443	£1,420	£1,550

7. Audit

Internal audit services are provided by the Government Internal Audit Agency and in 2021/22 the amount charged for these services was £41,000 inclusive of VAT. This included the provision of 60 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 £66,000 in respect of the statutory audit for 2021/22. 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 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 follow the HM Treasury's Corporate Governance Code 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, strategic aims and objectives, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me as Accounting Officer and in the Managing Public Money guidance.

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



Governance Framework



Founding Legislation

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

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

Governance Structure

The Parole Board has in place a Constitution, which was approved by the Parole Board membership which formalises a delegation of functions, accountability procedures and safeguards.

In addition to the formal committee structure outlined below, a Parole Board Members' Representative Group (MRG) is in place. Although not part of the formal management structure it 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)

My colleagues on the MC consist of the Chair and Judicial Vice Chair of the Parole Board; three Parole Board members; and three non-executive directors.

During 2021/22 the Chief Operating Officer, and the heads of departments regularly attended meetings to assist the Committee in its decision making. During the year 2021/22 the MC met ten times and was responsible for overseeing the implementation of the Parole Board's strategy and business plan. The terms of reference and operating procedures for the MC were reviewed in February 2019.

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 ARC reports to me on the activity and results of internal and external audit. The ARC is chaired by a non-executive director (accountant), and there are three other members of the ARC, a second non-executive director and two Parole Board members.

The ARC met five times during 2021/22.

Terms of reference and operating procedures for the ARC were reviewed and approved in February 2019

1.3 Standards Committee (SC)

The SC is responsible for promoting high standards by identifying and advising on issues relating to the accreditation, competence, appraisal, performance, deployment, support and development of Parole Board members.

The SC is chaired by a non-executive director and the SC met four times during 2021/22.

Terms of reference and operating procedures for the SC were approved in 2015.

1.4 Review Committee (RC)

The purpose of the RC is to ensure that the Parole Board has arrangements in place to review and monitor its decisions to release offenders on parole licence and on temporary licence in cases where the offender is alleged to have committed a 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.

The RC meets at least quarterly.


1.5 Senior Leadership Team (SLT)






The Chief Operating Officer chairs a monthly meeting of the SLT which all Hub Leads attend. The SLT receive reports on performance and finance. It creates the business plan for the MC as well as the Corporate Governance Statement and prepares the Parole Board's budget. The budget is formally devolved to management budget holders early in each new financial year.

1.6 Attendance at Meetings



The table below sets out the attendance of Parole Board management, non-executives and part-time members at meetings during the year 2021/22. All board members (both executive and non-executive) are obliged to report all potential conflicts of interests to the Accounting Officer. A register of interests held by members of the Management Committee can be found on the Parole Board website within the dedicated Annual Report 2021/22 subpage: www.gov.uk/government/publications/parole-board-performance-data-for-20212022

Management Committee

	Name	Role	Gender	Attendance
	Caroline Corby Chair	Non-Executive	F	10/10
	HH Peter Rook QC, Part-time member and Judicial Vice Chair of the Parole Board	Part-time member	M	10/10
	Martin Jones CBE, Chief Executive	Executive Management	M	10/10
	Cassie Williams, Part-time member	Part-time Member	F	9/9
	Maneer Afsar Part-time member	Part-time member	F	7/9

	Name	Role	Gender	Attendance
	Julie Dent, Non-Executive Director	Non-Executive	F	9/9
	Robert McKeon, Part-time member	Part-time member	M	10/10
	Gary Sims, Non-Executive Director	Non-Executive	M	10/10
	Alan Clamp, Non-Executive Director	Non-Executive	M	10/10
	Jodi Berg, Part-time member	Part-time member	F	1/1

1.7 Audit and Risk Committee and Standards Committee

	Name	Gender	Attendance
Audit & Risk Committee 	Maneer Afsar (Part-time member)	F	4/5
	Alan Clamp (Non-Executive Director)	M	5/5
	Julia Mulligan (Part-time member)	M	3/5
	Martin Jones CBE, Chief Executive (Executive Management)	M	5/5
	Gary Sims (Non-Executive Director and Chair of the ARC)	M	5/5
Standards Committee 	Pamela Atwell (Part-time member)	F	4/4
	Julie Dent (Non-Executive Director)	F	3/4
	Melanie Essex (Part-time member)	F	3/4
	Faith Geary Chief Operating Officer (Executive Management)	F	3/4
	Alan Clamp (Non-Executive Director and Chair of the SC since February 2021)	M	4/4
	Jo Dowling (part-time member. Term started April 2021)	F	2/4
	Leslie Spittle (Part-time member. Term ended September 2021)	M	2/2

2. Sponsorship Arrangements:

The Parole Board are sponsored by the Justice Analysis and Offender Policy Group within the MoJ. In addition to the governance framework outlined above, the MoJ ALB Centre of Expertise, Justice and Courts Policy Group within the MoJ, is the Parole Board's assurance partner. For the duration of 2021/22 the Parole Board's impact level assessment from the MoJ's principal accounting officer remained at level three reflecting the significant and sensitive work that we do that contributes to our overall risk profile.

I meet quarterly with the Head of the MoJ ALB Centre of Expertise to review and monitor performance, risk and delivery of business plan objectives. The MoJ ALB Centre of Expertise supports the work of the Parole 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 MoJ ALB Centre of Expertise 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 MoJ ALB Centre of Expertise also observes meetings of the Parole Board's ARC.

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

The performance of the MC as a whole was appraised in 2022 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 personal specifications. MC additionally agreed to an external review of performance next year.

The overall assessment was positive. Members and the executive have worked well together throughout a challenging year.

The average percentage attendance of MC members during 2021/22 was 97%.

3.1 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 Parole Board's responsibility were examined during the year. Data presented to the MC is regularly checked to ensure it is up-to-date and is consistent across reports generated.

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

The MC met ten 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.



Key issues discussed in the MC during 2021/22 included public hearings, victims observing hearings, mandatory training, annual report and accounts, litigation strategy, complaints policy, Root and Branch Review and Terrorist Act cases. Additionally, Parole Board strategy, mental health in prisons, reconsideration review outcomes, communications, recruitment projections, counsel to the Board, quality improvement and Review Committee were also discussed.

Key issues discussed in the ARC during 2021/22 included transitioning to the 'new normal' of hybrid ways of working, and controls around digital and cyber security.

The ARC also focused on the internal audit planning and oversight, developing key indicators of risk, and management of the risk posed by adverse publicity as well as monthly and year-end financial reporting and controls.

5. An account of corporate governance, including the Parole 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 2017 to the extent that the Parole Board's size and status allows. Under current arrangements the Parole Board has established the following material departures from the provisions of the Code: The Parole Board does not have a dedicated Nominations and Governance Committee in place identifying leadership potential and overseeing incentive schemes and governance structures. However, these responsibilities are covered by the remit of the Management Committee and the Senior Leadership Team.

5.1 Identifying and Managing Conflicts of Interests

The Parole Board requires all committee members, staff and Parole Board members to notify the secretariat of any interests and to highlight any potential conflicts of interest.

The Parole Board has a process in place to manage such conflicts of interests. All declared interests are reviewed by the Accounting Officer on a case by case basis, in line with the employment contracts for staff and MAPP guidance for members, to ensure adherence to the requirements of the Civil Service Management Code.

The Senior Civil Servant at the Parole Board held no additional employment outside of the Parole Board that would present a conflict of interest. Under Parole Board policies and processes, if an interest was held this would be declared for review by the National Audit Office. There were no Special Advisors to the Parole Board.

6. Internal Audit

Internal audit provided a total of 60 days' resource for the Parole Board. They carried out two audits and one advisory review:

- Operational Delivery Model – Moderate rating;
- Budget Management – Moderate Rating; and
- Terrorist, Terrorist Connected, Pathfinder and Extremist Processes – advisory, not rated.

Internal Audit (GIAA) reports to each meeting of the ARC. As well as individual reports the Head of Audit Operations provides me with an annual report on internal audit activity. The report includes their independent opinion on the adequacy and effectiveness of the Parole Board system of internal control. The overall opinion of the Head of Internal Audit for 2021/22 was Moderate.

7. The cross-government shared services operation is subject to a range of independent assurance activity

In 2021/22 the agreed Framework Audit Plan included five audits of Parole Board processes. One was rated as Satisfactory with Exceptions (Expenses), one was Satisfactory (Manual Journals), two were Low Risk (Business Continuity Planning and Reconciliations) and one was not graded. This was the 2020/21 Information Assurance follow up audit in which PwC validated closure of actions in response to the original audit to ensure risks had been satisfactorily addressed. Due to the nature of a follow-up review, this did not attract a risk rating.

8. Managing Risk and Governance

8.1 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 at least 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 Parole 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.

8.2 Operation of the governance framework

Individual key risks are assigned to named individuals and risks reviewed on a systematic basis by the SLT (monthly) and also the ARC who will then advise myself and the MC. Additionally, major projects each have their own risk register identifying, measuring and monitoring risks to the project's objectives. Internal audit services are provided by the Government Internal Audit Agency (GIAA) and the annual audit plan considers the risks recorded on the strategic risk register. The Comptroller and Auditor General 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 Parole Board was managing the risks relating to information assurance appropriately. Information security arrangements for staff are broadly in compliance with those in the Security Health Check Review Lite and supplied to the MoJ and the self-evaluation of the mandatory requirements was positive.

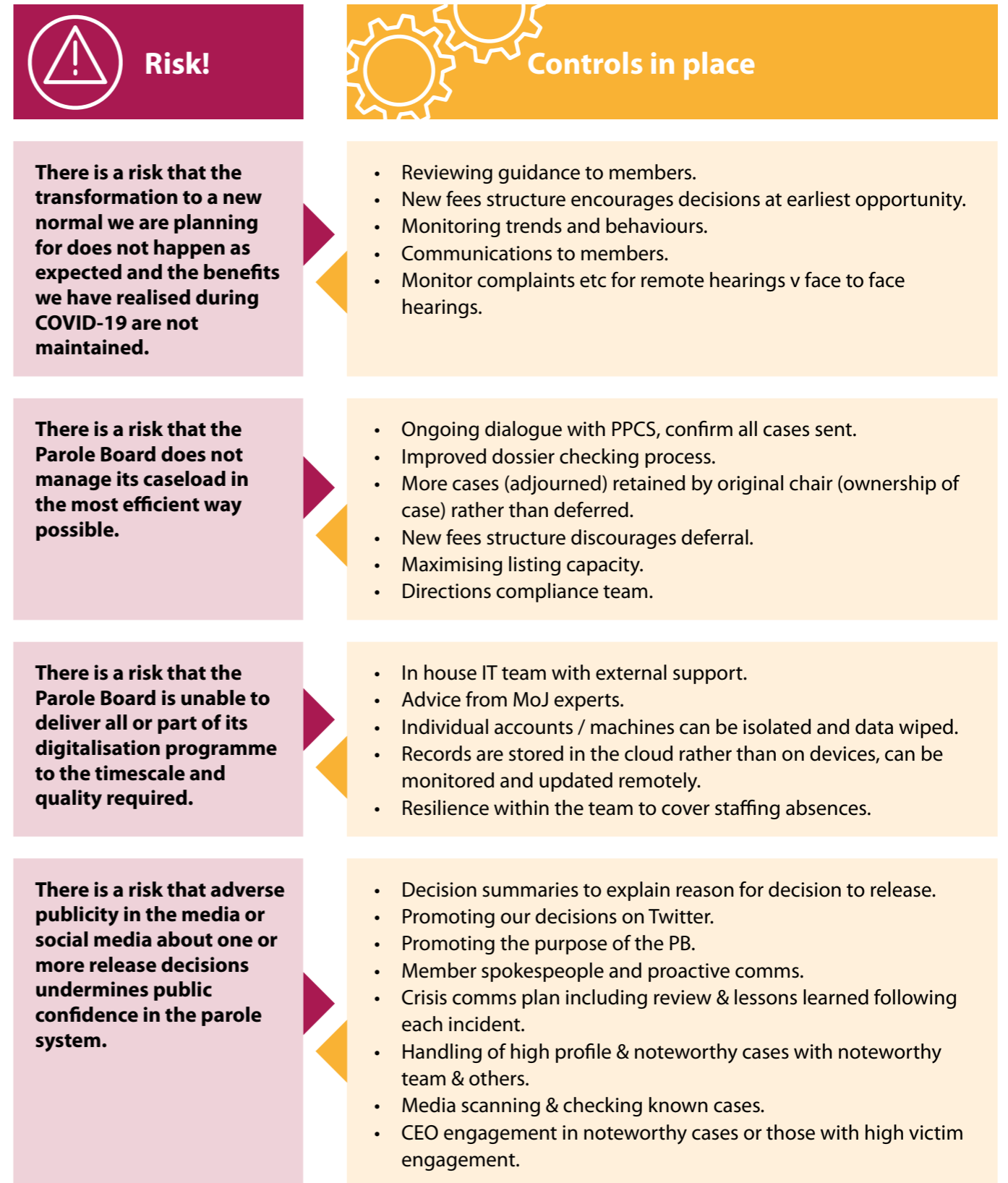
A total of 32 information incidents were recorded during 2021/22: 1 was a near miss, 1 was communicating with unsecure email, 1 was improper system access, 2 were unauthorised disclosure of information and 27 were unauthorised access of sensitive data or records. They were all minor breaches, and resolved efficiently, so did not necessitate reporting to the Information Commissioner.

8.3 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 transforming to a new normal following COVID-19, management of the Parole Board's caseload and public confidence in the parole system. A summary of the key risks is presented here:

Summary of Key Risks 2021/22:





Risk!

There is a risk that a lack of diversity of staff or members give the perception that the Parole Board do not fully represent the community.

- Networking to identify partners to support outreach opportunities.
- Equality & Diversity Action Group project to link up diversity strategy.
- Targeted outreach to underrepresented communities & professions in advance of recruitment campaigns.
- Use of social media including LinkedIn & Twitter.
- Exit surveys.

There is a risk that we cannot adapt effectively to new legislation affecting the parole system.

- Monitor court activity against the Parole Board and against the MoJ in relation to parole.
- Ensure clear and timely guidance to members and stakeholders.
- Review understanding via Q&As and at meetings/briefings.
- Good internal and external communications about the parole process and our role in it.

There is a risk that our policy framework does not meet evolving business need, maintain the principles of public protection, fairness and the test for release, and is not evidence based.

- Dialogue with Legal Hub about potential legal changes.
- Stakeholder engagement to keep up with potential changes.

There is a risk that the Parole Board's quality assurance process does not work effectively.

- Standards Committee oversight.
- Review of QA Framework.
- KPI in place around existing QA outcomes for practice observations, review committee outcomes, MCA QA and reconsiderations.



Controls in place

8.4 Ministerial directions

The Parole Board received no ministerial directions during the year.

9. Fraud and whistle blowing policies

The Parole Board's Fraud and Whistle Blowing policy was reviewed in 2019/20 and a new reporting and investigation procedure was introduced with independent trained fraud investigators in place to investigate anything reported. The Parole Board received no complaints under the Whistle Blowing policy during the year.

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 reflects work, advice and governance monitored by the MC, ARC, the internal auditors and the Comptroller and Auditor General.

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

- 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 and for the keeping of proper records, are set out in the Non-Departmental Public Bodies' Accounting Officers' Memorandum issued by the Treasury and published in Managing Public Money.

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

Martin Jones CBE
Chief Executive and Accounting Officer
12 July 2022

b. Remuneration and Staff Report



Moving Clouds
© Image courtesy of Koestler Arts

b. Remuneration and Staff Report

i. Remuneration Policy

The Chairman, and all other Parole Board members, are appointed by the Secretary of State under the Criminal Justice Act 2003, and are therefore statutory office-holders. Most members serve on a part-time basis and are fee-paid. One member serves on a full-time basis and is salaried, splitting their time between sitting as a member and acting as a Director. Four part time members served on the Management Committee during 2021/22, appointed by the Chair of the 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. This disclosure is made in order to comply with Treasury requirements to show the remuneration of those who influence the direction of the entity as a whole.

Remuneration is determined as follows:

- for the Chairman, by the Secretary of State, currently set at a rate of £400 per day for 96 days;
- for the part-time members (including those serving on the Management Committee), at a fixed and non-pensionable rate of £300 (2020/21: £300) for each day on which they attend Parole Board meetings;
- for the Directors, a salary commensurate with Parole Board pay scales;
- for the Chief Executive, by the Ministry of Justice on the Senior Civil Service pay scales in accordance with the recommendation of the Senior Salaries Review Body. The extent of performance-related pay due to these staff is assessed under the Ministry of Justice pay and reward framework.

The remuneration of statutory members of the Parole Board is disclosed within the remuneration report. There have been no payments to past directors or for loss of office.

Performance development reviews linked to the Parole Board's business plan are used in assessing the performance of the Chief Executive, other senior managers and staff.

Part-time members of the Board are office holders.

Tenure Arrangements

The Chairman is an office holder on a three year contract. The full-time member is an office holder on five year renewable terms. The notice period for the full time member is three months. Their tenure expiry dates are detailed on the list of members p70-79.

Caroline Corby Tenure Expiry Date
Appointed 01 November 2018 31 October 2024
and renewed in November 2021

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

Salary

'Salary' includes gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation. This report is based on accrued payments made by the Parole Board and thus recorded in these accounts.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the Parole Board and treated by HM Revenue and Customs as a taxable emolument.

Bonuses

Bonuses are paid to staff based on performance levels attained and are made as part of the appraisal process. They are not payable to Parole Board Members or Non-Executive Board Directors. Bonuses relate to the performance in the appraisal year in which they become payable to the individual.

I. Audited Remuneration

Remuneration	2021 – 2022					2020 – 2021				
	Total amount of salary and fees £000	All taxable benefits (nearest £100) £000	Bonuses paid £000	Pension related benefits ¹ (nearest 1,000) £000	Total £000	Total amount of salary and fees £000	All taxable benefits (nearest £100) £000	Bonuses paid £000	Pension related benefits ¹ (nearest 1,000) £000	Total £000
Martin Jones CBE Chief Executive	85-90	–	5-10	27	120-125	85-90	–	5-10	48	140-145

Notes to the table:

¹ The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decrease due to a transfer of pension rights.

Remuneration	2021 – 2022					2020 – 2021				
	Total amount of committee fees £000	Total amount of other fees £000	All taxable benefits (nearest £100) £000	Bonuses paid £000	Total £000	Total amount of committee fees £000	Total amount of other fees £000	All taxable benefits (nearest £100) £000	Bonuses paid £000	Total £000
Caroline Corby Chair	35-40	–	–	–	35-40	35-40	–	–	–	35-40
HH Peter Rook Part-time member	5-10	5-10	–	–	10-15	15-20	5-10	–	–	25-30
Geraldine Berg Part-time member (to 1st May 2021)	0-5 (0-5 FYE)	45-50 (45-50 FYE)	–	–	45-50	5-10	40-45	–	–	45-50
Cassie Williams Part-time member (from 1st May 2021)	0-5 (0-5 FYE)	50-55 (50-55 FYE)	–	–	55-60					
Maneer Afsar Part-time member (from 1st May 2021)	0-5 (0-5 FYE)	50-55 (50-55 FYE)	–	–	55-60					
Simon Ash Part-time member (to 1st Feb 2021)	–	–	–	–	–	0-5 (0-5 FYE)	25-30 (25-30 FYE)	–	–	25-30 (30-35 FYE)
Robert McKeon Part-time member, Management Committee member	0-5	115-120	–	–	120-125	0-5	110-115	–	–	110-115

Remuneration	2021 – 2022				2020 – 2021			
	Fees £000	All taxable benefits (nearest £100) £000	Bonuses paid £000	Total £000	Fees £000	All taxable benefits (nearest £100) £000	Bonuses paid £000	Total £000
Dale Simon Non-Executive Director (until Feb 2021) ¹	–	–	–	–	5-10 (5-10FYE)	–	–	5-10 (5-10FYE)
Gary Sims Non-Executive Director ²	5-10	0.3	–	5-10	5-10	0.1	–	5-10
Alan Clamp Non-Executive Director ³	0-5	0.2	–	0-5	0-5	–	–	0.5
Julie Dent Non Executive Director ⁴ (from 1 April 2021)	0-5	0.2	–	0-5	–	–	–	–

Notes to the table:

- 1 Dale Simon is representative on the Management Committee and Standards Committee.
- 2 Gary Sims is representative on the Management Committee and Audit & Risk Committee.
- 3 Alan Clamp is representative on the Management Committee, Audit & Risk Committee and Standards Committee.
- 4 Julie Dent is representative on the Management Committee and Audit & Standards Committee.

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.

Table 2 - Percentage change from previous year in total salary and bonuses for the highest paid director and the staff average.

Remuneration	2021 – 2022		2020 – 2021	
	Salary and Allowances	Bonus Payments	Salary and Allowances	Bonus Payments
Staff average	-8%	-18%	-2%	-46%
Highest paid director	0%	0%	0%	0%

Table 3 - Ratio between the highest paid directors' total remuneration and the pay and benefits of employees in the lower quartile, median and upper quartile.

	Lower quartile	Median	Upper quartile
2021-22	3.70 :1	3.65	3.10 :1
2020-21	3.70:1	3.67	3.10 :1

Table 4 – Lower quartile, median and upper quartile for staff pay for salaries and total pay and benefits.

	Lower quartile		Median		Upper quartile	
	2021-22	2020-21	2021-22	2020-21	2021-22	2020-21
Salary	26,386	26,386	26,399	26,422	31,480	31,480
Salary and Benefits	26,386	26,386	26,676	26,559	31,480	31,480

Fair Pay Disclosure

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the lower quartile, median and upper quartile remuneration of the organisation's workforce.

The banded remuneration of the highest-paid director in Parole Board in 2021/22 was £95k-£100k (20/21, £95k-£100k). This was 3.65 times (2020/21, 3.67) the median remuneration of the workforce, which was £26.7k (2020/21, £26.6k).

In 2021/22, 0 (2020/21, 0) employees received remuneration in excess of the highest-paid director. Remuneration ranged from £15,000-£20,000 to £95,000-£100,000 (2020-21 £20,000-£25,000 to £95,000 to £100,000).

In 2021/22 there was a decrease in average staff Remuneration. The ratio between the highest paid directors' remuneration and the staff median pay decreased. The banded remuneration of the highest paid director remains the same and there was a reduction in the median pay ratio.

Parole Board Members are not included within the Fair pay disclosure calculations because they are not employees of the Parole Board but are independent office holders.

Audited Pension Entitlement

■ The audited pension entitlements of the Chief Executive, during 2021/22 were as follows:

Pension benefits					
Senior managers	Accrued pension and related lump sum at pension age as at 31 March 2022 £000	Real increase in pension and related lump sum at pension age £000	CETV at 31 March 2022 £000	CETV at 31 March 2021 £000	Real increase/ (decrease) in CETV £000
Martin Jones CBE	35-40 plus a lump sum of 65-70	0-2.5 plus a lump sum of 0	616	573	9

The Chief Executive is a full member of the Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) - known as "alpha". Part-time members of the Board have no pension entitlement.

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

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 will switch into alpha sometime between 1 June 2015 and 1 February 2022. All members who switch to alpha have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures

quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 4.6% and 8.05% for members of classic, premium, classic plus, nuvos and alpha. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For **premium**, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike **classic**, there is no automatic lump sum. **Classic plus** is essentially a

hybrid with benefits for service before 1 October 2002 calculated broadly as per **classic** and benefits for service from October 2002 worked out as in **premium**. In nuvos a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in alpha build up in a similar way to **nuvos**, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

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

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

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensionscheme.org.uk

Cash Equivalent Transfer Values

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

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

Real increase in CETV

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

Staff turnover

In 2021/22, staff turnover was 12.9% (2020/21:13.6%). Transfers within the Civil Service are not included in staff turnover.

The Parole Board continues to monitor turnover rates and support initiatives to maintain a healthy level of turnover. The annual Civil Service People Survey, coupled with other research, helps the Parole Board to understand people's experience of working in the Parole Board and take appropriate action to improve effectiveness, including where turnover becomes problematic.

ii. Staff Report

1. Audited Staff Costs

Permanent Staff	2021/22 £000	2020/21 £000
Salaries and wages, including overtime	4,981	4,736
Pension contributions	1,205	1,113
Social security costs	508	471
Total permanent staff	6,694	6,320
Seconded staff	154	298
Agency staff	438	236
Parole Board members' fees		
Fees	10,400	9,730
Social security costs	1,227	1,097
Total members	11,627	10,827
Total	18,913	17,681

Salaries and wages for seconded staff includes VAT. Staff costs above include costs of those disclosed in the Remuneration Report. An explanation of the Parole Board's structure is included in the Remuneration Report and Governance Statement. The Parole Board did not have any costs associated to employees who were relevant union officials during 2021/22 (2020-21 nil). No employees received any benefits in-kind during 2021/22 (2020-21 nil).

The PCSPS and the Civil Servant and Other Pension Scheme (CSOPS) – known as "alpha", are unfunded multi-employer defined benefit schemes where the Parole Board is unable to identify its share of the underlying assets and liabilities. The Scheme Actuary valued the scheme as at 31 March 2017. Details can be found in the Accounts of the Cabinet Office: Civil Superannuation at: www.gov.uk/government/publications/civil-superannuation-annual-accounts2018-to-2019

For 2021/22, employers' contributions of £1,187k were payable to the PCSPS (2020/21 – £1,099k) at one of four rates which ranged from 26.6% to 30.3% 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 £18k (2020/21 – £14k) and were paid to one or more of the panel of three appointed stakeholder pension providers.

- The average number of full time equivalent people employed by the Parole Board, which excludes the Chair, during 2021/22 was:

	Employed	Seconded	Agency	Total	2020/21
Senior management	3	1	0	4	4
Operational staff	134	0	12	146	151
Corporate services staff	29	0	0	29*	7
Total	166	1	12	179	162

*Change in internal staff classification from Operational staff to Corporate services staff

2. Member Costs

The emoluments (non-pensionable) of the highest paid part-time Parole Board member was £179,031 (2020/21 – £139,773). Part-time members are not

employees of the Parole Board, they are appointees. They are paid a fee for each service they perform for the Parole Board. Payments of part-time members' emoluments were within the following ranges:

£	2021/22	2020/21
£0-4,999	84	81
£5,000-9,999	34	41
£10,000-14,999	27	26
£15,000-19,999	20	10
£20,000-24,999	27	28
£25,000-29,999	21	21
£30,000-34,999	25	23
£35,000-39,999	22	22
£40,000-44,999	21	11
£45,000-49,999	11	10
£50,000-54,999	8	13
£55,000-59,999	12	6
£60,000-64,999	6	4
£65,000-69,999	4	2
£70,000-74,999	2	4
£75,000-79,999	5	4
£80,000-84,999	6	4
£85,000-89,999	4	4
£90,000-94,999	3	4
£95,000-99,999	3	2
£100,000-109,999	3	2
£110,000-119,999	3	6
£120,000-129,999	4	3
£130,000-139,999	1	2
£140,000-149,999	1	0
£150,000-159,999	0	0
£160,000-169,999	0	0
£170,000-179,999	1	0
Total	358	333

There was a total of 358 members during 2021/22. 19 new members joined the Parole Board, undergoing training and mentoring from more experienced members. As at 31 March 2022, there were 346 current active members and 12 former active members (total members 358).

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 2020/21 no employees left the Parole Board under the Scheme, nor did any in 2021/22.

4. Off-payroll engagements

As part of the 'Review of Tax Arrangements of Public Sector Appointees' published by the Chief Secretary to HM Treasury on 23 May 2012, departments and their ALBs publish information in relation to the number of off-payroll engagements. As at 31 March 2022, there have been no instances of non-tax compliant off-payroll engagements, the same as 2021/22. Further details of off-payroll engagements can be found in the MoJ Annual Report and Accounts 2021/22.

5. Spend on consultancy

Expenditure on consultancy in 2021/22 was £22,430, compared to £63,762 in 2020/21.

6. Member and employee involvement

159 member peer quality assessments were completed and 80 members assessed. There were 210 practice observations, supported by 4 quality assessor workshops. 7 members were trained as quality assessors and 25 as practice observers.

7. Sickness absence data

The Average Number of Working Days Lost (AWDL) due to sickness for staff at the Parole Board was 4.79 for 2021/22 (4.79 for 2020/21). Progress is monitored regularly by the People Hub and SLT.

8. 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 factor.

The Parole Board is signed up to the Disability Confidence Scheme and is level one committed. 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 Caroline Corby, the Chair of the Parole Board. The group 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.

8.1 Staff and management

As at 31 March 2022:

- The MC was made up of 9 members, 4 females and 5 males.
- 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 165 staff members (159.5 FTE), 110 female (105.7 FTE), 55 male (53.8 FTE).
- Of those who declared their ethnicity 53.8% were white and 44.2% BAME (2% preferred not to say).
- Of those who declared whether they were disabled 6.5% were, and 91.1% were not (2.4% preferred not to say).

8.2 Members

According to information recorded on our systems, 298 members responded to declarations regarding ethnicity, disability and gender.

- Of the 294 who declared their gender, 119 were male (41%) and 175 female (59%).
- Of the 298 who declared their ethnicity 47 were BAME, which represents 16%.
- Of the 298, 41 declared a disability, which represents 14%.

9. 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.

10. Staff redeployments

There were no staff redeployments relating to EU exit or COVID-19 in 2021/22, the same as 2020/21.

i. Audited Losses and Special Payments

Amounts relating to compensation claims and do not include legal costs.

	Number	2021/22 £000	Number	2020/21 £000
Compensation payments to prisoners	113	86	113	125
Extra-contractual payment	-	-	-	-
Constructive loss	-	-	8	10
Total	113	86	121	135

ii. Audited Remote Contingent Liabilities

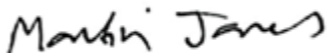
In addition to contingent liabilities reported within the meaning of IAS 37, the Parole Board discloses, for Parliamentary reporting and accountability purposes, contingent liabilities where the likelihood of a transfer of economic benefit is remote.

There are no remote contingent liabilities at 31 March 2022 (the same as 2020/21).

Martin Jones CBE

Chief Executive

12 July 2022



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

Opinion on financial statements

I certify that I have audited the financial statements of the Parole Board for the year ended 31 March 2022 under the Criminal Justice Act 2003.

The financial statements comprise the Parole Board's

- Statement of Financial Position as at 31 March 2022;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted International Accounting Standards.

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 2022 and its net expenditure for the year then ended; and
- have been properly prepared in accordance with the Criminal Justice Act 2003 and Secretary of State directions issued thereunder.

Opinion on regularity

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

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 Audit of Financial Statements of Public Sector Entities in the United Kingdom. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2019. I have also elected to apply the ethical standards relevant to listed entities. I am independent of the Parole Board in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Parole Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Parole Board's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for the Parole Board is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

Other Information

The other information comprises information included in the Annual Report, but does not include the financial statements nor my auditor's certificate. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with Secretary of State directions issued under the Criminal Justice Act 2003:

- the parts of the Accountability Report subject to audit 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 and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Parole Board and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability Report.

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

- I have not received all of the information and explanations I require for my audit; or
- adequate accounting records have not been kept by the Parole Board or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance

Responsibilities of the Board and Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the board and Chief Executive as Accounting Officer are responsible for:

- maintaining proper accounting records;
- the preparation of the financial statements and Annual Report in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- ensuring that the Annual Report and accounts as a whole is fair, balanced and understandable;
- internal controls as the Chief Executive as Accounting Officer determines is necessary to enable the preparation of financial statement to be free from material misstatement, whether due to fraud or error; and
- assessing the Parole Board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Chief Executive as Accounting Officer anticipates that the services provided by the Parole Board will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

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

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, we considered the following:

- the nature of the sector, control environment and operational performance including the design of the Parole Board's accounting policies.
- Inquiring of management, the Parole Board's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Parole Board's policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Parole Board's controls relating to the Parole Board's compliance with the Criminal Justice Act 2003 and Managing Public Money;
- discussing among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the Parole Board for fraud and identified the greatest potential for fraud in the following areas: posting of unusual journals and bias in management estimates. In common with all audits under ISAs (UK), I am also required to perform specific procedures to respond to the risk of management override of controls.

I also obtained an understanding of the Parole Board's framework of authority as well as other legal and regulatory frameworks in which the Parole Board operates, focusing on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the Parole Board. The key laws and regulations I considered in this context included the 2021-22 Government Financial Reporting Manual (FRoM) issued by HM Treasury, the Criminal Justice Act 2003, Managing Public Money, employment law, pension and taxation regulations and data protection laws.

Audit response to identified risk

As a result of performing the above, the procedures I implemented to respond to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- enquiring of management, the Audit and Risk Committee and legal counsel concerning actual and potential litigation and claims;
- reading and reviewing minutes of meetings of those charged with governance and the Board and internal audit reports; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

Other auditor's responsibilities

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

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

Report

I have no observations to make on these financial statements.

Gareth Davies	Date
Comptroller and Auditor General	15 July 2022

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



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4. Financial Statements

Financial Statements

Statement of Comprehensive Net Expenditure for the period ended 31 March 2022

	Notes	2021/22 £'000	2020/21 £'000
Expenditure			
Staff and member costs	2	18,913	17,681
Other operating costs	3	3,545	3,368
Net loss on disposal of assets	3	-	8
Net expenditure for the year		22,458	21,057
Other comprehensive Net Expenditure			
Loss / (gain) on revaluation of:			
Property, plant and equipment	4	12	(42)
Total comprehensive net expenditure		22,470	21,015

The notes on pages 59 to 67 form part of these accounts

Statement of Financial Position as at 31 March 2022

	Notes	2021/22 £'000	2020/21 £'000
Non-Current Assets			
Property, plant and equipment	4	899	1,186
Intangible assets	5	113	-
Total non-current assets		1,012	1,186
Current Assets			
Trade and other receivables	6	162	212
Cash at bank	7	681	1,040
Total current assets		843	1,252
Total Assets		1,855	2,438
Current Liabilities			
Trade and other payables	8	(1,778)	(2,137)
Provisions	9	(149)	(118)
Total current liabilities		(1,927)	(2,255)
Total assets less total liabilities		(72)	183
Taxpayers' Equity			
General fund		(86)	128
Revaluation Reserve		14	55
Total equity		(72)	183

The notes on pages 59 to 67 form part of these accounts.

Martin Jones CBE

Chief Executive and Accounting Officer

12 July 2022

Martin Jones

Statement of Cash Flows

for the period ended 31 March 2022

	Notes	2021/22 £'000	2020/21 £'000
Cash flows from operating activities			
Net expenditure for the year		(22,458)	(21,057)
Adjustments for non-cash transactions:			
- MOJ overhead recharges	3	920	830
- Depreciation, amortisation and write offs	3	397	219
- Provisions provided in the year (net of releases)	9	127	61
Movement in trade and other receivables	6	50	138
Movement in trade and other payables	8	(359)	185
Utilisation of provisions	9	(96)	(202)
Net cash outflow from operating activities		(21,419)	(19,826)
Cash flows from investing activities			
Purchase of property, plant & equipment	4	(122)	(402)
Purchase of intangible assets	5	(113)	-
Net cash outflow from investing activities		(235)	(402)
Cash flows from financing activities			
Grant-in-aid received from the Ministry of Justice		21,295	21,073
Net financing		21,295	21,073
(Decrease) / increase in cash and cash equivalents in the year		(359)	845
Cash and cash equivalents at the beginning of the year		1,040	195
Cash and cash equivalents at the end of the period	7	681	1,040

The notes on pages 59 to 67 form part of these accounts.

Statement of Changes in Taxpayers' Equity for the period ended 31 March 2022

	General Fund £'000	Revaluation Reserve £'000	Total £'000
Balance at 31 March 2020	(724)	19	(705)
Changes in taxpayers' equity – 2020/21			
Net expenditure for the year	(21,057)	-	(21,057)
Grant-in-aid towards expenditure	21,073	-	21,073
Grant-in-aid received, being soft recharge of overheads	830	-	830
Revaluation of property, plant and equipment	-	42	42
Revaluation of intangible assets	-	-	-
Transfers between reserves	6	(6)	-
Balance at 31 March 2021	128	55	183
Change in taxpayers' equity – 2021/22			
Net expenditure for the year	(22,458)	-	(22,458)
Grant-in-aid towards expenditure	21,295	-	21,295
Grant-in-aid received, being soft recharge of overheads	920	-	920
Revaluation of property, plant and equipment	-	(12)	(12)
Transfers between reserves	29	(29)	-
Balance at 31 March 2022	(86)	14	(72)

The notes on pages 59 to 67 form part of these accounts.

Notes to the Accounts

1. Statement of Accounting Policies

a) Accounting convention

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

These financial statements have been prepared in accordance with the 2021/22 Government Financial Reporting Manual (FRM) issued by HM Treasury. The accounting policies contained in the FRM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public-sector context. Where the FRM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Parole Board for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Parole Board are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

These accounts are prepared on a going concern basis. The Parole Board is an executive Non-Departmental Public Body whose activities are principally financed by the Ministry of Justice. There are currently no proposals that would change the Parole Board's status as a going concern. The Parole Board's future costs are expected to be met by future grant-in-aid from the Parole Board's sponsoring department, the MoJ, which has included the Parole Board's grant-in-aid for 2022/23 in its estimates.

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

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

Changes in Accounting Policies

There have been no changes in accounting policies for the period ended 31 March 2022.

New and amended standards adopted

International Financial Reporting Standards (IFRS) 16 Leases

IFRS 16 provides a single lessee accounting model, requiring lessees to recognise assets and liabilities for all leases unless the lease term is 12 months or less, or the underlying asset is of low value. Under the FRM, the standard is effective from 1 April 2022 however the Ministry of Justice Group have taken the option to early adopt the standard from 1 April 2021, in these accounts.

The Parole Board occupies office space at 10 South Colonnade (10SC), under agreement with the Core Department, which is recognised in the annual charges for Accommodation Costs. The Core Department may amend accommodation arrangements at relatively short notice as part of its wider management of the estate, and the Parole Board cannot exclusively control the right to use the space. It has therefore been determined that these arrangements do not meet the threshold to be recognised as a lease under IFRS 16.

Lease assets and liabilities relating to 10SC will be recognised in the Ministry of Justice Annual Report and Accounts, with the relating accommodation charges continuing to be recognised in these accounts under Accommodation Costs. There are no other material leasing arrangements.

c) Grant-in-aid

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

d) Legal and compensation costs

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

e) Other costs met by the Ministry of Justice

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

f) Non-current assets

Tangible and intangible non-current assets are capitalised when the original purchase price is £10,000 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 £10,000.

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

g) Depreciation and amortisation

Information technology hardware and software: depreciation is provided on a straight-line basis, at rates calculated to write off the purchase cost between three and seven years on hardware and software.

h) Assets under construction & development costs

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

i) Leases

Amounts payable under low value 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

In line with accounting standard IAS 37, the Parole Board recognises a provision as a present legal or constructive obligation as a result of past events. Where the likelihood of a liability crystallising is deemed probable and a reliable estimate can be made of the amount of the obligation.

For further details see Note 9 Provisions for liabilities and charges.

m) Contingent liabilities

A contingent liability is disclosed when the likelihood of a payment is less than probable, but more than remote. In addition to contingent liabilities disclosed in accordance with IAS 37 'Provisions, Contingent Liabilities and Contingent Assets', the Parole Board discloses, for Parliamentary reporting and accountability purposes, certain statutory and non-statutory contingent liabilities, where the likelihood of transfer of economic benefit is remote, as required by 'Managing Public Money'.

For further details see Note 13 Contingent liabilities.

n) Value Added Tax

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

o) Critical Accounting Estimates and Judgements

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

Critical accounting estimates and assumptions

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

2. Staff and member costs

	2021/22 £'000	2020/21 £'000
Permanent staff		
Salaries and wages, including overtime	4,981	4,736
Pension contributions	1,205	1,113
Social security costs	508	471
Total permanent staff	6,694	6,320
Seconded staff	154	298
Agency staff	438	236
Parole Board Members' Fees		
Fees	10,400	9,730
Social security costs	1,227	1,097
Total for members fees	11,627	10,827
Balance at 31 March 2022	18,913	17,681

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

	2021/22 £000	2020/21 £000
Permanent staff		
Legal and compensation costs	484	446
Travel and subsistence – members	88	58
Travel and subsistence – staff	5	3
Stationery and printing	30	36
Information technology costs	1,038	1,211
Members' training	122	144
Staff training	7	17
Audit fees – internal	41	51
Audit fees – external	66	65
Operating leases	13	18
Professional fees	1	-
Shared service & other costs	206	217
Non-cash items:		
- Provision expense	127	61
- Depreciation and amortisation	397	211
- Net loss on disposal of Property, plant & equipment	-	8
Cash met by the Parole Board	2,625	2,546
Costs incurred by the Parole Board but settled by the Ministry of Justice (non-cash costs)		
Accommodation and other common services	920	830
Total other operating costs	3,545	3,376

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.

4. Property, plant and equipment

Movements in 2021/22			
	IT hardware £000	Assets under construction £000	Total £000
Cost or valuation			
At 1 April 2021	1,475	402	1,877
Additions	122	-	122
Disposals	-	-	-
Revaluations	(27)	-	(27)
Reclassifications	402	(402)	-
At 31 March 2022	1,972	-	1,972
Depreciation			
At 1 April 2021	691	-	691
Charged in year	397	-	397
Disposals	-	-	-
Revaluations	(15)	-	(15)
Reclassifications	-	-	-
At 31 March 2022	1,073	-	1,073
Carrying value at 31 March 2022	899	-	899
Carrying value at 31 March 2021	784	402	1,186
Movements in 2020/21			
	IT hardware £000	Assets under construction £000	Total £000
Cost or valuation			
At 1 April 2020	1,203	73	1,276
Additions	-	402	402
Disposals	-	-	-
Impairments	-	-	-
Revaluations	61	-	61
Reclassifications	211	(73)	138
At 31 March 2021	1,475	402	1,877
Depreciation			
At April 2020	397	-	397
Charged in year	211	-	211
Disposals	-	-	-
Revaluations	19	-	19
Reclassifications	64	-	64
At 31 March 2021	691	-	691
Carrying value at 31 March 2021	784	402	1,186
Carrying value at 31 March 2020	806	73	879

5. Intangible assets

Movements in 2021/22			
	IT software £000	Development costs £000	Total £000
Cost or valuation			
At 1 April 2021	-	-	-
Additions	-	113	113
Transfers	-	-	-
Reclassifications	-	-	-
At 31 March 2022	-	-	-
Amortisation			
At 1 April 2021	-	-	-
Charged in year	-	-	-
Transfers	-	-	-
Reclassifications	-	-	-
At 31 March 2022	-	-	-
Carrying value at 31 March 2022	-	113	113
Carrying value at 31 March 2021	-	-	-
Movements in 2020/21			
	IT software £000	Development costs £000	Total £000
Cost or valuation			
At 1 April 2020	137	9	146
Additions	-	-	-
Disposals	(6)	(2)	(8)
Revaluations	(131)	(7)	(138)
At 31 March 2021	-	-	-
Amortisation			
At 1 April 2020	64	-	64
Charged in year	-	-	-
Transfers	-	-	-
Revaluations	(64)	-	(64)
At 31 March 2021	-	-	-
Carrying value at 31 March 2021	-	-	-
Carrying value at 31 March 2020	73	9	82

6. Trade and other receivables

Amounts falling due within one year

	2021/22 £'000	2020/21 £'000
Staff receivables	132	72
Intra-department receivables	-	81
Other government receivables	2	1
Other receivables	28	48
Prepayments	-	10
Total	162	212

7. Cash at Bank

	2021/22 £'000	2020/21 £'000
Balance as at 1 April	1,040	195
Net change in cash and cash equivalent balances	(359)	845
Balance at 31 March	681	1,040
Total cash held at Government Banking Service	681	1,040

8. Trade and other payables

Amounts falling due within one year

	2021/22 £'000	2020/21 £'000
Tax and social security	488	474
Trade payables	10	11
Other payables	120	122
Accrued holiday pay	161	181
Accruals	926	921
Intra-department payables	73	428
Total	1,778	2,137

9. Provisions for liabilities and charges

	Legal £'000	Compensation £'000	Total £'000
Balance at 31 March 2021	20	98	118
Provided in the year	54	95	149
Provisions utilised in the year	(17)	(79)	(96)
Provisions write-back	(3)	(19)	(22)
Balance at 31 March 2022	54	95	149

The provisions relate to legal claims (£54k) and claims from prisoners for compensation (£95k) in relation to delays in parole hearings.

The legal provision relates to 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 entitlement can be reliably estimated.

The provision for compensation covers the number of cases outstanding for which a claim may be eligible, adjusted for the proportion of claims that are received based on recent performance data.

The amount provided for represents the best estimate of the liability based on recent trends for success rates and average amounts payable.

The amounts utilised reflect the outcome against the amount provided for at 31 March 2021.

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 proportion of claims that are successful
- The average amount of compensation paid per claim

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

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

- A 10% increase in each of the three assumptions would, taken together, increase the value of the provision by £31k to £126k.
- A 10% decrease in each of the three assumptions would, taken together, decrease the value of the provision by £26k to £69k.

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

No Parole Board members or senior executives of the Parole Board undertook any activities that gave rise to related party transactions during the 2021/22 year.

11. Commitments under leases

Total future minimum lease payments under operating leases are given in the table below for each of the following periods. These are leases where the underlying asset has a low value and does not meet the recognition requirements of IFRS 16.

	2021/22 £'000	2020/21 £'000
Payments due within one year	9	13
Payments due within 2-5 years	-	9
Total	9	22

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 liquidity, currency or market risk. Receivable balances relate primarily to amounts owed by other parts of the public sector and hence credit risk is low.

13. Contingent liabilities

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

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

There are no contingent liabilities.

14. Events after the reporting date

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

The Police, Crime, Sentencing and Courts Act 2022 was published after the reporting period which will trigger changes to policy and guidance.

5. Membership

5. Membership of the Parole Board between 1 April 2021 and 31 March 2022

Historically, members have been initially appointed for tenures of between 3 and 5 years with the possibility of renewal up to a maximum of 10 years. Once a member's tenure has expired, they can re-apply in subsequent recruitment processes. Since 2018, the Secretary of State has decided that all future initial tenures will be for five years and the maximum tenure will be for 15 years, however, any renewals for years 10-15 are generally dependent on a member being accredited as a chair. The expectation now is that a member would be required to chair by the end of their first 5 years with the Parole Board.

You can find a comprehensive list and full biographies of Parole Board members on the Parole Board website.

There were 346 active members in 2021/22, in totality.



- 190 Independent Members
- 55 Judicial Members
- 64 Psychologist Members
- 37 Psychiatrist Members

There were also 12 former active members of the Parole Board in 2021/22.



Big Fish Little Fish
© Image courtesy of Koestler Arts

IN MEMORY

The start of 2022 saw the sad passing of three of our members within three months. This terrible news touched everyone across the Parole Board and as such, we thought it would only be right to pay a public tribute to each. The three members were Alistair McCreath, James Haines and Philip Hindson. All three were highly respected and liked by those who knew them, both personally and professionally.

Alistair had been a member of the Parole Board since his appointment in 2018 and I speak on behalf of the Board when I say we were devastated to hear of his passing. Although Alistair had been unwell, the tragic news came as quite a shock to many of us. It was a true pleasure to work with Alistair and he will be greatly missed.

James was a well-regarded and dedicated Parole Board member for many years. I was devastated to hear of his passing and he will be dearly missed.

Philip had been a member of the Board since 2017 and has been a very active and valued member of the organisation. We were shocked and saddened to learn of his passing and our thoughts are with his family and loved ones. He brought a huge amount of experience and diligence to his role and he will be very much missed.

I and many others have personally felt this impact of receiving terribly sad news about three members in very quick succession. Their memories will live on among family, loved ones and colleagues.

Martin Jones CBE,
Parole Board CEO

In 2021/22 there were 108 Panel Chairs (all of whom have an * after their name to identify this)

Parole Board Chair & Vice Chair

Caroline Corby

Parole Board Chair
Appointed October 2018

His Honour Peter Rook* QC

Judicial Member. Vice Chair. Appointed 2020

Independent Members

Shellie Adams

End of tenure: 31/01/2027

Lindsay Addyman*

End of tenure: 02/12/2022

Maneer Afsar

End of tenure: 30/09/2024

Sarfraz Ahmad*

End of tenure: 30/06/2026

Ifty Ahmed

End of tenure: 30/09/2024

Shazia Ahmed*

End of tenure: 01/12/2024

Jawaid Akhtar

End of tenure: 31/08/2025

Rahila Akram

End of tenure: 31/08/2025

Sally Allbeury*

End of tenure: 30/06/2026

Aysha Allibhaye

End of tenure: 30/09/2024

Simon Ash*

End of tenure: 03/12/2022

Nicola Auguste

End of tenure: 30/06/2026

Dalwardin Babu

End of tenure: 31/01/2027

Elina Baker

End of tenure: 30/06/2021

Dawn Baker*

End of tenure: 02/12/2022

Pamela Baldwin*

End of tenure: 30/09/2025

Richard Baldwin*

End of tenure: 30/09/2021

Katy Barrow*

End of tenure: 30/11/2024

Martyn Bates

End of tenure: 31/01/2027

Richard Bayly

End of tenure: 30/09/2024

Kerrie Bell*

02/12/2022

Geraldine Berg

End of tenure: 02/12/2022

Zaiada Bibi

End of tenure: 30/09/2024

Sarah Bodell

End of tenure: 30/09/2024

David Bolt

End of tenure: 31/01/2027

Amanda Bond

End of tenure: 31/08/2025

Nigel Bonson

End of tenure: 30/09/2021

Ian Bourne

End of tenure: 05/05/2021

Malcolm Brain

End of tenure: 30/09/2024

Derek Bray

End of tenure: 30/09/2024

Marcia Brooks

End of tenure: 30/09/2024

Graham Bull*

End of tenure: 30/06/2025

Daniel Bunting*

End of tenure: 01/12/2024

Joanna Cain

End of tenure: 30/06/2026

Marc Callaghan

End of tenure: 31/08/2025

Paul Cavadino*

End of tenure: 30/09/2025

Rob Cawley

End of tenure: 01/12/2024

Joanne Chambers

End of tenure: 01/12/2024

Jane Christian*

End of tenure: 30/09/2024

Iain Christie

End of tenure: 31/01/2027

Ngozi Lyn Cole

End of tenure: 30/09/2024

Peter Coltman*

End of tenure: 30/09/2025

Rachel Cook

End of tenure: 30/06/2026

Michelle Coulson

End of tenure: 01/12/2024

Amy Coyte*

End of tenure: 30/06/2026

Rachel Craven

End of tenure: 30/09/2024

Michael Crewe

End of tenure: 30/09/2021

Geoff Crowe*

End of tenure: 30/09/2025

Stephen Cullen

End of tenure: 31/01/2027

Andrew Dale*

End of tenure: 02/12/2022

Sue Dale*

End of tenure: 12/04/2021

Malcolm Davidson*

End of tenure: 30/06/2025

Angharad Davies

End of tenure: 30/06/2026

Catrin Dhanda

End of tenure: 31/01/2027

Victoria Doughty*

End of tenure: 30/09/2025

Roland Doven

End of tenure: 02/12/2022

Jo Dowling*

End of tenure: 01/12/2024

Margaret Dunne
End of tenure: 30/09/2021

Robert Edmondson-Jones
End of tenure: 01/12/2024

Stewart Eldon*
End of tenure: 30/09/2025

Christopher Emerson*
End of tenure: 02/12/2022

Hedd Emrys*
End of tenure: 01/12/2024

Melanie Essex
End of tenure: 01/12/2024

Rick Evans
End of tenure: 01/11/2021

Chris Evans
31/08/2025

Stefan Fafinski*
End of tenure: 30/06/2026

Victoria Farmer*
End of tenure: 01/12/2024

Kay Fielding*
End of tenure: 02/12/2022

Sian Flynn*
End of tenure: 30/06/2025

Paul French*
End of tenure: 30/06/2026

Chris Fry
End of tenure: 30/06/2026

Clare Fuller
End of tenure: 31/01/2027

Lucy Gampell*
End of tenure: 30/09/2024

Paulene Gandhi
End of tenure: 01/12/2024

Stephen Garrett
End of tenure: 30/09/2024

Philip Geering
End of tenure: 03/12/2022

David Gravells*
End of tenure: 30/09/2024

Kevin Green*
End of tenure: 30/09/2025

Ronno Griffiths*
End of tenure: 30/09/2024

Shazina Haider
End of tenure: 31/08/2025

Deborah Hall
End of tenure: 31/08/2025

Scott Handley
End of tenure: 31/08/2025

Alan Harris*
End of tenure: 30/06/2025

Kirsten Hearn
End of tenure: 02/12/2022

Andrew Henwood
End of tenure: 03/12/2022

Glyn Hibberd*
End of tenure: 30/09/2024

Joanna Hinds
End of tenure: 30/09/2024

Philip Hindson
End of tenure: 28/02/2022

Gill Hirst
End of tenure: 31/12/2021

John Holt*
End of tenure: 30/09/2025

Damian Hughes*
End of tenure: 30/09/2024

Rebecca Hunt*
End of tenure: 30/09/2025

Akeel Hussain
End of tenure: 30/09/2024

Murad Hussain
End of tenure: 30/09/2024

Frida Hussain
End of tenure: 31/01/2027

Russ Jackson
End of tenure: 31/01/2027

Sara Johnson
End of tenure: 30/09/2024

James Johnston
End of tenure: 31/01/2027

Chitra Karve*
End of tenure: 30/09/2025

Carys Keane
End of tenure: 31/01/2027

Damian Kearney
End of tenure: 31/01/2027

Marshall Kent
End of tenure: 31/01/2027

Lisa Lamb*
End of tenure: 30/06/2026

Timothy Lawrence*
End of tenure: 30/06/2026

Christine Lawrie
End of tenure: 31/05/2021

Heidi Leavesley*
End of tenure: 30/09/2024

Susan Lewis*
End of tenure: 30/09/2025

Bill Mayne*
End of tenure: 30/06/2025

Eimear McAllister
End of tenure: 31/08/2025

Brenda McAll-Kersting*
End of tenure: 30/09/2024

Siobhan McBride
End of tenure: 12/10/2021

Boyd McCleary
End of tenure: 31/01/2027

Fran McGrath*
End of tenure: 30/06/2026

Stephanie McIntosh
End of tenure: 01/08/2023

Robert McKeon*
End of tenure: 02/12/2022

Andrew McMillan
End of tenure: 31/08/2025

Michael Mellun
End of tenure: 30/09/2024

Melanie Millar
End of tenure: 01/11/2021

Tom Millest*
End of tenure: 30/09/2025

Julie Mitchell
End of tenure: 31/08/2025

Clare Mitchell*
End of tenure: 30/06/2025

Elaine Moloney
End of tenure: 01/12/2024

Jenny Mooney
End of tenure: 30/09/2024

Julia Mulligan
End of tenure: 31/08/2025

David Mylan*
End of tenure: 30/09/2024

Celeste Myrie*
End of tenure: 30/09/2024

Kate Nickels
End of tenure: 31/10/2023

John O'Grady
End of tenure: 29/10/2021

Lynn O'Malley
End of tenure: 30/06/2022

Thomas Ormerod
End of tenure: 31/01/2027

Vicky Pails
End of tenure: 30/09/2024

Shazia Parveen
End of tenure: 31/08/2025

Shubhada Patil
End of tenure: 30/09/2024

Douglas Paxton*
End of tenure: 01/12/2024

Alison Pearson*
End of tenure: 01/12/2024

Steve Pepper*
End of tenure: 30/09/2025

Barbara Petchey
End of tenure: 31/08/2025

Rachel Pickering
End of tenure: 30/09/2024

Jenny Portway*
End of tenure: 30/09/2025

Helen Potts
End of tenure: 30/06/2026

Sue Power*
End of tenure: 30/09/2025

Wendy Poynton
End of tenure: 01/12/2024

Margaret Prythergch
End of tenure: 01/12/2024

Emma Pusill
End of tenure: 01/11/2021

Suky Rai
End of tenure: 30/09/2024

Elizabeth Rantzen*
End of tenure: 01/12/2024

Jon Roberts
End of tenure: 30/09/2021

Rachel Robertson
End of tenure: 30/09/2024

Denise Rowland
End of tenure: 31/08/2025

Jayne Salt
End of tenure: 30/06/2026

Karol Sanderson*
End of tenure: 01/12/2024

Lisa Sanderson*
End of tenure: 01/12/2024

Victoria Scott
End of tenure: 08/09/2021

Luke Serjeant
End of tenure: 31/01/2027

Alice Simms
End of tenure: 30/06/2021

Alice Sims
End of tenure: 30/06/2026

Rebecca Sims
End of tenure: 30/06/2026

David Smart
End of tenure: 31/01/2027

Sue Smith*
End of tenure: 30/06/2025

Robert Smith*
End of tenure: 30/06/2026

Aikta-Reena Solanki*
End of tenure: 02/12/2022

Sue Southern
End of tenure: 31/01/2027

Wendy Steele
End of tenure: 31/08/2025

Nigel Stone
End of tenure: 30/09/2025

Jill Strachan
End of tenure: 31/08/2025

Jennie Sugden*
End of tenure: 30/09/2025

Carol Swaffer
End of tenure: 01/11/2021

Kay Taylor
End of tenure: 30/06/2021

Kay Terry*
End of tenure: 30/09/2025

Ilana Tessler*
End of tenure: 30/06/2025

Julia Thackray
End of tenure: 30/06/2026

Samantha Thompson
End of tenure: 31/08/2025

Jo Thompson*
End of tenure: 30/09/2025

Jane Thomson*
End of tenure: 02/12/2022

Ian Tolan
End of tenure: 31/08/2025

Carol Trimmer
End of tenure: 30/06/2026

Asrar Ul-Haq
End of tenure: 31/08/2025

Vinnett Walsh
End of tenure: 30/09/2024

Aruna Walsh*
End of tenure: 30/09/2024

David Watson*
End of tenure: 02/12/2022

Sarah Wells*
End of tenure: 30/10/2024

Jeremy Weston
End of tenure: 31/05/2021

Alison Whalley
End of tenure: 31/08/2025

Alan Whiffin*
End of tenure: 30/09/2025

Denise White*
End of tenure: 01/11/2021

Bernadette Wilkinson*
End of tenure: 02/12/2022

Cassie Williams*
End of tenure: 01/12/2024

Sheila Wright
End of tenure: 30/09/2024

Mir Zaman
End of tenure: 31/08/2025

Judicial Members

His Honour Anthony Ansell, Retired Judge*
End of tenure: 01/12/2024

His Honour Graham Arran, Retired Judge*
End of tenure 31/10/2023

Her Honour Pamela Badley, Retired Judge*
End of tenure: 01/12/2024

His Honour Judge Anthony Bate, Serving Judge*
End of tenure: 30/09/2025

Her Honour Judge Bernadette Baxter, Serving Judge
End of tenure: 30/09/2022

His Honour Judge Martin Beddoe, Serving Judge*
End of tenure: 30/09/2025

His Honour Neil Bidder QC, Retired Judge
End of tenure: 26/11/2021

Sir David Calvert-Smith, Retired Judge
End of tenure: 30/06/2025

His Honour Judge Simon Carr, Serving Judge
End of tenure: 31/08/2025

His Honour Anthony Cleary, Retired Judge
End of tenure: 31/01/2026

His Honour Nick Coleman, Retired Judge*
End of tenure: 30/06/2025

Her Honour Judge Rebecca Crane, Serving Judge*
End of tenure: 30/09/2022

His Honour Stephen Dawson, Retired Judge
End of tenure: 01/12/2024

His Honour Judge Jeremy Donne RD QC, Serving Judge
End of tenure: 31/08/2025

Her Honour Judge Ruth Downing, Serving Judge
End of Tenure: 30/09/2022

His Honour John Dowse, Retired Judge
End of tenure: 24/02/2022

Mr Justice Roderick Evans, Retired Judge
End of tenure: 30/09/2022

Her Honour Judge Vanessa Francis, Serving Judge
End of tenure: 30/09/2022

His Honour Peter Grobel, Retired Judge
End of Tenure: 01/12/2024

His Honour John Hand, Retired Judge
End of tenure: 31/10/2023

His Honour John Harrow, Retired Judge*
End of tenure: 01/12/2024

His Honour Judge Timothy Hindson, Serving Judge
End of tenure: 30/09/2024

His Honour Judge Andrew Jefferies QC, Serving Judge*
End of tenure: 30/09/2022

His Honour Peter Jones, Retired Judge
End of tenure: 31/10/2023

His Honour Geoffrey Kamil CBE, Retired Judge*
End of tenure: 30/09/2025

Her Honour Judge Louise Kamill, Serving Judge*
End of tenure: 30/09/2025

His Honour Roger Kaye, TD QC LLB FCI Arb FRSA, Retired Judge
End of tenure: 31/10/2023

Her Honour Anne Kiernan, Retired Judge
End of tenure: 31/10/2023

Sir Timothy King, Retired Judge*
End of tenure: 30/09/2024

His Honour Judge Anthony Lowe, Serving Judge
End of tenure: 30/09/2022

His Honour Judge Noel Lucas, Serving Judge
End of tenure: 31/08/2025

His Honour Alistair McCreath, Retired Judge
End of tenure: 30/01/2022

His Honour Bruce McIntyre, Retired Judge*

End of tenure: 30/09/2025

Her Honour Judge Barbara Mensah, Serving Judge

End of tenure: 30/09/2022

His Honour Judge David Miller, Serving Judge

End of tenure: 31/08/2025

His Honour, Clive Million, Retired Judge*

End of tenure: 01/07/2021

His Honour Tony Mitchell, Retired Judge*

End of tenure: 30/09/2022

His Honour Richard O'Rorke, Retired Judge*

End of tenure: 30/09/2025

His Honour James Orrell, Retired Judge

End of tenure: 31/10/2023

His Honour David Richardson, Retired Judge

End of tenure: 31/10/2023

His Honour Jeremy Roberts QC, Retired Judge*

End of tenure: 30/09/2022

His Honour Peter Rook QC, Retired Judge*

End of tenure: 31/01/2025

His Honour John Rubery, Retired Judge*

End of tenure: 30/04/2021

His Honour Erik Salomonsen, Retired Judge*

End of tenure: 31/10/2023

Sir John Saunders QC, Retired Judge*

End of tenure: 24/11/2024

Sir Stephen Silber, Retired Judge

End of tenure: 30/09/2024

His Honour Edward Slinger, Retired Judge*

End of tenure: 30/09/2024

**Her Honour Judge Elizabeth Smaller,
Serving Judge**

End of tenure: 30/09/2022

His Honour Leslie Spittle, Retired Judge*

End of tenure: 30/09/2022

His Honour Patrick Thomas, Retired Judge*

End of tenure: 31/10/2023

His Honour David Ticehurst, Retired Judge

End of tenure: 31/01/2026

His Honour Michael Topolski QC, Retired Judge

End of Tenure: 31/10/2023

**His Honour Judge Marcus Tregilgas-Davey,
Serving Judge**

End of tenure: 31/08/2025

His Honour Philip Wassall, Retired Judge

End of tenure: 30/06/2025

His Honour Graham White, Retired Judge*

End of tenure: 30/09/2025

Psychologist Members

Beckie Agami

End of tenure: 31/01/2026

Fiona Ainsworth

End of tenure: 30/06/2026

Dee Anand

End of tenure: 31/01/2026

Rachel Atkinson

End of tenure: 30/09/2024

Pamela Atwell*

End of tenure: 30/06/2026

Claire Barker

End of tenure: 30/06/2026

Taljinder Basra

End of tenure: 30/09/2024

Eleni Belivanak

End of tenure: 27/11/2026

Linda Blud

End of tenure: 30/06/2026

Laura Bowden

End of tenure: 31/08/2025

Ian Burke

End of tenure: 31/08/2025

Jennifer Cottam

End of tenure: 31/08/2025

Aimee Croft

End of tenure: 30/09/2024

Misbah Dar

End of tenure: 31/01/2026

Christopher Dean

End of tenure: 30/09/2024

Jyoti Evans

End of tenure: 31/01/2026

Abby Fenton

End of tenure: 30/11/2025

Caroline Flowers

End of tenure: 31/01/2026

Gerhard Fritz

End of tenure: 30/09/2024

Jane Gilbert

End of tenure: 30/11/2025

Roisin Hall

End of tenure: 30/09/2021

Eliza Harris*

End of tenure: 27/11/2026

Victoria Hatton

End of tenure: 31/08/2025

Julia Higginbotham

End of tenure: 24/04/2022

Rose Hooper

End of tenure: 31/08/2025

Julia Houston

End of tenure: 30/09/2024

Sian Hughes

End of tenure: 31/01/2026

Claire Hunt*

End of tenure: 27/11/2026

Alexander Jack

End of tenure: 31/01/2026

Laura Jacobs

End of tenure: 31/01/2026

Sarah Jones

End of tenure: 31/01/2026

Sarah Khan

End of tenure: 27/11/2026

Joanne Lackenby*

End of tenure: 30/09/2025

Vivien Le Fort

End of tenure: 31/10/2022

Sally Lopresti

End of tenure: 31/01/2026

Frances MacLennan

End of tenure: 31/01/2026

Victoria Magrath*

End of tenure: 30/11/2025

Lindy Maslin

End of tenure: 30/06/2026

Mary McMurrin

End of tenure: 30/11/2025

Rebecca Milner

End of tenure: 30/11/2025

Louise Minchin

End of tenure: 31/01/2026

Wendy Morgan

End of tenure: 30/11/2025

Catrin Morrissey

End of tenure: 31/08/2025

Lorraine Mosson-Jones

End of tenure: 26/11/2026

Chanelle Myrie

End of tenure: 31/08/2025

Brendan O'Mahony

End of tenure: 30/11/2025

Jo Pallas

End of tenure: 31/08/2025

Libby Payne

End of tenure: 30/06/2026

Rayann Rawlins

End of tenure: 31/08/2025

Sarah Rockliff

End of tenure: 31/01/2026

Rachel Roper

End of tenure: 30/06/2026

Georgina Rowse

End of tenure: 30/06/2026

Samantha Salamat

End of tenure: 31/01/2026

Kate Seward

End of tenure: 26/11/2021

Carolyn Scott
End of tenure: 31/01/2026

Noreen Shami
End of tenure: 30/09/2024

Claire Smith
End of tenure: 30/06/2026

Sarah Snuggs
End of tenure: 30/09/2024

Kavita Solder
End of tenure: 31/01/2026

Claire Thompson
End of tenure: 30/09/2024

Tracey Tostevin
End of tenure: 31/08/2025

Helen Trinder
End of tenure: 30/09/2021

Victoria Tunbridge
End of tenure: 30/09/2024

Sue Vivian-Byrne
End of tenure: 30/11/2025

Psychiatrist Members

Delyth Alldrick
End of tenure: 31/01/2026

Sophia Anwar
End of tenure: 31/01/2026

John Baird
End of tenure: 30/09/2021

Luke Birmingham
End of tenure: 30/11/2025

Dawn Black
End of tenure: 31/10/2023

Derek Chiswick
End of tenure: 14/04/2021

Rosemarie Cope
End of tenure: 30/09/2021

Lynne Daly*
End of tenure: 30/11/2025

Bethan Davies
End of tenure: 31/01/2026

Steffan Davies
End of tenure: 31/10/2023

Geraldine D'souza
End of tenure: 31/01/2026

Mark Earthrowl
End of tenure: 31/10/2023

Sandra Evans
End of tenure: 31/10/2023

Kim Fraser
End of tenure: 31/01/2026

Sobhi Girgis
End of tenure: 31/01/2026

Santhana Gunasekaran
End of tenure: 31/01/2026

Duncan Harding
End of tenure: 31/01/2026

Andrew Johns
End of tenure: 31/10/2023

Chris Jones
End of tenure: 31/10/2023

Gaynor Jones
End of tenure: 31/01/2026

Nick Kosky
End of tenure: 31/10/2023

Helen McCormack
End of tenure: 31/01/2026

Tim McInerny
End of tenure: 30/11/2026

Gillian Mezey
End of tenure: 31/10/2023

Caryl Morgan*
End of tenure: 30/11/2025

Kevin Murray
End of tenure: 31/10/2023

Sajid Muzaffar
End of tenure: 30/11/2025

Olumuyiwa Olumoroti
End of tenure: 31/01/2026

Janet Parrott
End of tenure: 17/01/2022

Indraneal Ray
End of tenure: 31/01/2026

Lavanya Sebastian
End of tenure: 31/01/2026

Alan Smith
End of tenure: 31/01/2026

Huw Stone
End of tenure: 30/11/2025

Theresa Tattan
End of tenure: 31/01/2026

Amanda Taylor
End of tenure: 31/10/2023

Cleo Van Velsen
End of tenure: 31/10/2023

Carl Wilson
End of tenure: 31/01/2026

Former Active Members

John Baird
Former Active Member 2020

Nigel Bonson MA
Former Active Member 2019

Derek Chiswick
Former Active Member 2020

Rosemarie Cope
Former Active Member 2020

Dr Roisin Hall C.Psychol, FBPsS
Former Active Member in 2020

Julia Higginbotham
Former Active Member 2021

Gill Hirst
Former Active Member 2022

John O'Grady
Former Active Member 2021

Jon Roberts
Former Active Member 2020

Rose Thompson MA, LLM, LPC, RGN
Former Active Member 2020

Helen Trinder
Former Active Member 2020

Denise White
Former Active Member 2018–2020,
MCA Taskforce 2020–2021

5. Glossary

APL	Association of Prison Lawyers
AWDL	Average number of Working Days Lost
C&AG	Comptroller and Auditor General
CJC	Criminal Justice and Courts Act 2015
DPP	Detention for Public Protection
ECHR	European Convention on Human Rights
EDAG	Equality and Diversity Advisory Group
EIR	Employee Engagement Improvement & Recognition group
FOI	Freedom of Information
FReM	HM Treasury's Financial Reporting Manual
GPP	Generic Parole Process
HMP	Her Majesty's Prison
HMPPS	Her Majesty's Prison and Probation Service
IPP	Imprisonment for Public Protection
JR	Judicial Review
LASPO	Legal Aid Sentencing and Punishment of Offenders Act 2012
MAPP	Member Administrative Policies and Processes
MCA	Member Case Assessment
MOJ	Ministry of Justice
NAO	National Audit Office
NDPB	Non-Departmental Public Body
NOMS	National Offender Management Service
NPS	National Probation Service
ORA	Offender Rehabilitation Act 2014
PPCS	Public Protection Casework Section
PPUD	Public Protection User Database
RADAR	Review of the Approach to Decision-making about Risk
RGG	Research Governance Group
SLT	Senior Leadership Team
SSJ	Secretary of State for Justice
VLO	Victim Liaison Officer
VPS	Victim Personal Statement



Learning
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