



the
Parole
Board

working with others
to protect the public

Parole Board for England and Wales Annual Report And Accounts 2018/19

Parole Board for England and Wales

Annual Reports and Accounts 2018/19

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

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

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

17 July 2019

Dear Justice Secretary

I have pleasure in presenting to you the Parole Board's Annual Report and Accounts for 2018/19.

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.

During 2018/19 the Parole Board has made great progress in increasing transparency. By the end of the reporting year over one thousand summaries of Parole Board decisions have been issued.

We will now be focusing on implementing the changes that arise from the reconsideration mechanism, the Rules review and the Tailored review.

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

Yours sincerely



Caroline Corby

Parole Board Chair



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Artwork contained in the Annual Report and Accounts

Front cover is courtesy of an employee of the Parole Board.

All other artwork contained within the report are courtesy of the Koestler Arts. Koestler Arts is the UK's best-known prison arts charity. It encourages people in the UK's criminal justice system to participate in the

arts, and shares that talent with the public through publications, events and exhibitions.

<https://www.koestlerarts.org.uk>

We would like to thank the Koestler Arts for allowing the Parole Board to display the artwork.



Front cover – courtesy of an employee of the Parole Board



The Promise, HM Prison Peterborough



Different But The Same, Atkinson Secure Unit



Weekly Letter, Camden and Islington Probation Service

Waterlow Park, Camden and Islington Probation



The Closure of Holloway, HMP & YOI Holloway

1. Chair's Foreword



“ In the coming months our focus will be on maintaining our strong operating performance and implementing the changes that follow from both the Rules Review and the Tailored Review. ”

I was delighted to be appointed Chair of the Parole Board of England and Wales in November 2018.

2018/19 has been another strong year for the Board operationally. During the last twelve months we have held 7,903 oral hearings, issued 1,171 summaries to victims and inducted 23 new members. Compensation to prisoners has fallen by £237,000. These all are significant achievements and I would like to thank all the staff and members of the Board for the hard work that made this possible.

In May 2018, the Secretary of State announced a review of the way that we work. Proposed announced changes include publishing Standard Practice Documents, new provisions to ensure fairer parole hearings for prisoners with mental health or learning difficulty needs and a reconsideration mechanism. I am confident that under these new Rules the Board will be able to provide an even more efficient and effective service.

In February 2019, the Secretary of State announced a Tailored Review of the Board. We welcome this further review. The Board is always striving to improve how we work and this review should provide us with an opportunity to ensure that we have a fair and independent parole system.

In the coming months our focus will be on maintaining our strong operating performance and implementing the changes that follow from both the Rules Review and the Tailored Review. We have carried out a recruitment campaign with a focus on increasing the ethnic diversity of the membership, in line with the findings of the Lammy Review.

This will be a demanding work programme. However, I am confident that given the skill and dedication of our staff and members, ably led by our Chief Executive, Martin Jones, we will be able to meet this challenge.

Caroline Corby, Chair

2. Performance Report



a. Overview

(i) Chief Executive's Review of the Year

I am delighted to introduce my fourth review as Chief Executive of the Parole Board. 2018/19 has seen unprecedented improvements to the transparency of Parole Board decisions. The announcement of further reforms will ensure we continue to have a fair and transparent system which protects and has the confidence of the public.

Change

The changes to the Parole Board's Rules on 22 May 2018 allowed the provision of summaries of our decisions to victims and other interested parties. By the end of the reporting year the Board has provided more than one thousand summaries, almost all to victims of crime. Having met many victims during my time at the Board I know that providing timely and accurate information is invaluable. I am confident that explaining our rationale will help victims and the public understand our decision-making and will help, rather than detract from our work. The Board now also provides much clearer information on our website for both victims and the public.

I do believe that this is the start of a journey and that the Board needs to do more in future years. The launch of our new, transparent decision-making framework will be a key next step in this journey.

The Board has also spent considerable time working with the Ministry of Justice (MoJ) on various reviews that have been undertaken this year. I am optimistic that the outcome of these reforms will provide a level of scrutiny and reassurance around the Board's work, while also strengthening our independence and confidence.

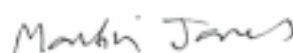
Delivering the business

The Board held 7,903 hearings in 2018/19 – the second highest number ever held. Despite this, the number of cases outstanding increased by 411. It is now clear to me that the Board will need to hold over 8,000 oral hearings a year for the foreseeable future to keep up with demand. Staying on top of the caseload is vital. In 2016/17 the Board paid £938,000 in damages to prisoners for delays; in 2018/19 we paid just £218,000, and we need to ensure we keep delays to a minimum to ensure that our finite resources are focused on productive work.

Despite the high level of hearings, I remain concerned about the high number of cases that are deferred, delayed and started again with a different panel. Many of the delays are unavoidable, but all cause distress and uncertainty to victims, prisoners and their families, while wasting resources of all parties. I am therefore excited to see the progress made through our COMPASS project whereby on the day deferrals have reduced from over 20% to 6%. We are planning to roll-out this programme to all members during 2019/20.

I am delighted that during 2018/19 we have welcomed a new Chair in Caroline Corby, who has provided calm and authoritative leadership, a further 23 new members, and also launched further recruitment campaigns with dedicated outreach activity to increase the number of BAME members. The early signs are promising, and I am quietly confident that this programme of work will yield real results in the next two to three years. Sadly, one of our judicial members passed away this year. Graham Cottle was a well-respected and valuable member of the Parole Board who will be greatly missed.

Our members and staff should be extremely proud of their hard work in bringing often complex and difficult cases to a conclusion. Parole Board work can be challenging but is also satisfying and rewarding. It is vital that we continue to make the right, independent decisions based on evidence and not emotion.



Martin Jones
Chief Executive and Accounting Officer
16 July 2019

“

I do believe that this is the start of a journey and that the Board need to do more in future years. The launch of our new transparent, decision-making framework will be a key next step in this journey.

”



(ii) About the Parole Board

What is the Parole Board?

The Parole Board is an independent organisation that uses evidence to decide whether people can be safely released from prison and managed in the community.

The Parole Board makes these difficult decisions in a fair and balanced way to keep the public safe.

What are the strategic aims of the Parole Board?

Each of the below strategic aims relates to a Key Performance Indicator (KPI) that is underpinned by more detailed objectives.

1. Efficient processing of parole cases leading to the timely conclusion of cases and safe release of prisoners back into the community.	2. Ensure the independence and quality of the Parole Board's decision-making.	3. Ensure openness and transparency of the Parole Board's processes and decision-making.	4. Ensure that staff and members of the Parole Board work together to continuously improve the way they work, while treating all with respect and humanity.
KPI	KPI	KPI	KPI
KPI: To maintain the number of outstanding cases to minimum levels (measured by Generic Parole Process (GPP) cases outstanding and the listings queue), maintain the safe progression of Imprisoned for the Protection of the Public (IPP) prisoners while ensuring protection of the public, and decrease the proportion of deferred cases (measured by deferral data).	Implement a strategy based on the recommendations of the review of its approach to risk (RADAR).	Implement a strategy to increase the openness and transparency of parole.	Increase staff and member engagement levels.
How is this measured?	How is this measured?	How is this measured?	How is this measured?
Monthly performance reporting.	The production and implementation of a new decision-making framework.	Management information on summaries issued.	Annual Employee Engagement Results and pulse survey results.

Further information on the key responsibilities of the Parole Board, the types of cases the Board considers and the type of hearings the Board hears as well as details of the interests held by the members of Management Committee can be found on the Parole Board website.

(iii) Strategic Risk Management

The Parole Board's processes for managing risk and its key contractual and stakeholder relationships are reported in the governance statement as well as Data related incidents. Three potential data breaches were reported to the Information Commissioner's Office (ICO). They found that in all three the measures in place meant that no loss of personal data had occurred.

The Parole Board maintained a strategic risk register to monitor the risks to delivering the Parole Board Strategy 2016 to 2020. The register was reviewed throughout the year by the Audit and Risk Committee and a new Key Risk Register developed to reflect the main risks the Board is facing at the moment. A summary of key risks and controls in place can be found in the Accountability report.

(iv) Going Concern

The Parole Board's future costs are expected to be met by future grant-in aid from the Parole Board's sponsoring department, the MoJ, which has included the Parole Board's grant-in-aid for 2019/20 in its estimates. The Parole Board's accounts are therefore prepared on a going concern basis.

(v) Financial Review

There was a reduction on the Parole Board's grant-in-aid in 2018/19. As grant-in-aid is credited to reserves rather than recognised as income the Parole Board's financial statements reflect the expenditure to be financed by grant-in-aid.

The Statement of Financial Position shows total net liabilities of £1,044k as at 31 March 2019, which will be met from future receipts of grant-in-aid from MoJ as the obligations fall due.

**The total net expenditure
by the Parole Board in
2018/19 was**

£17,474k

2017/18

£18,246k



125 staff in the Secretariat.

b. Performance Analysis

(i) How we performed

Each of the below headings relate to the overarching aims of the Parole Board.

Efficiency

The Parole Board's top priority is to keep the public safe by never releasing a prisoner unless it is safe to do so and it is satisfied that effective arrangements are in place. The Parole Board works to ensure that all 26,000 cases heard per year are effectively managed and processed in a timely manner. As part of this the Board holds around 1,700 hearings a month. The Parole Board regularly monitors and looks to improve its operational performance in doing this and is committed to reducing the number of deferrals of prisoner hearings.

The Parole Board has continued to list indeterminate and Imprisonment for Public Protection (IPP) cases and managed to respond to an increased demand for hearings in-year for determinate recall sentenced prisoners. The Parole Board has transformed the way it works to ensure that all staff and members can work digitally. Smarter working has enabled significant reduction in printing and copying costs which have fallen by approximately 81% from £288,000 in 2014/15 to just £54,000 in 2018/19.

COMPASS is an internal project focussed on reducing deferrals.

To date the COMPASS project has:

- Analysed deferral data relating to member practice and provided individual deferral data to all Panel Chairs every 6 months.
- Conducted a six-month pilot to eliminate 'on the day' deferrals involving 39 Panel Chairs, representing 45% of Parole Board Chairs.
- Launched a Case Conferencing pilot with the support of external stakeholders, to facilitate a remote call with relevant parties to keep complex cases on track.
- Facilitated project launch events at five prisons across the country which facilitate over 100 hearings on average per year. A programme of initiatives to test four pilots across the sites including two initiatives involving HMPPS Psychology Services.

These initiatives resulted in:

- 25 case conferences conducted and received positive feedback from legal representatives and Secretary of State witnesses in relation to the benefits of the pilot.
- 'On the day' deferrals across the organisation (as a percentage of all unconcluded cases) have reduced from an average of 20.4% from July 2017 – January 2018 (before the start of the pilot), to 12.4% from July 2018 – January 2019 during the pilot period.
- In December 2018 the 'on the day' deferral rate dropped to 6.4%.
- Although the adjournment rate has increased as a result of this activity, the data has evidenced that the majority of cases are being concluded within three months, which is faster than they would if they were deferred and relisted with a new panel.
- 20% of the cases that were adjourned have been concluded on paper, without reconvening at a further oral hearing. This is a far more cost effective and fairer practice. A significant number of these cases would previously have been listed for another oral hearing with a new panel of members, taking three months or more to complete.
- 96% of adjourned cases were concluded following that initial adjournment, an indication of less case drift.

These principles will be adopted by all Panel Chairs across the organisation in the 2019/20 business year.

Independent and Effective Decision Making

The Parole Board works as effectively as possible, considering cases referred to it by the Secretary of State for Justice (SSJ). The Parole Board makes fully informed decisions based on all evidence available. The Parole Board strives to improve how it works, conducting research, piloting new ideas and listening to the views of others.

The Parole Board has undertaken an internal review of its approach to decision-making about risk and developed a Parole Board Decision-Making Framework, to provide a more structured approach to parole decision-making by members.

The Decision-Making framework will enhance quality and consistency in decision-making, promote the use of a rational, ordered approach and reduce the impact of any bias.

The Framework has been developed through consultation with large groups of Parole Board members across England and Wales about their decision-making, and in liaison with international jurisdictions about decision-making tools, policy and guidance. In addition, the Framework has been trialled with real decision-making.

The Decision-Making Framework provides members with a clear process which includes:

- Identifying the **context** of the decision.
- **Analysis** of information by evaluating its relevance and weight as part of the decision.
- Deciding upon an **outcome**.
- **Reflection** on the decision taken.

The Framework contains over 40 elements for members to consider when coming to a decision. These elements are divided into three key themes:

- The analysis of offending behaviour (**the past**);
- the analysis of the evidence of change (**the present**);
- the analysis of the manageability of risk (**the future**).

Parole Board members will start utilising the Framework from April 2019. This is used for decisions about release and recommendations regarding open conditions. Parole Board members continue to exercise independent professional judgement within the Framework.

The Framework will better enable the Parole Board to communicate its decision-making process more clearly and fully with other agencies and the public.

Openness and Transparency

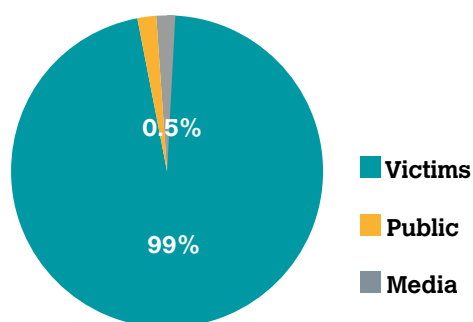
The Parole Board seeks to be as transparent and open as possible, providing summaries of decisions, publishing a list of members and working to improve the public's understanding of the Parole Board's work.

On **22 May 2018**, the law changed to allow the Parole Board to produce summaries of its decisions and explain the reasons why a decision has been made. Victims and the public can now receive information about the prisoner's risk and the prisoner's progress in custody. If a prisoner is going to be released, the summary will also include some information about the licence conditions that will be in place to enable the National Probation Service (NPS) to manage them in the community. Great care is taken to avoid including information which breaches data protection principles.

Cases which have been disclosed to members of the public or media have been done so in the interest of Transparency of the Parole Board's decision making. In practice, the burden has been on parties (legal rep, offender etc) to prove that there are reasons why a summary should not be published. The legal advisor has previously (on a number of occasions) stated in his reasoning 'given the principle of open justice, the starting point is publication'.

The Parole Board provided summaries in **1,171** decisions as at 31 March 2019.

Request for Summaries



In October 2018, the Parole Board met with groups of Victim Liaison Officers from across England and Wales, to hear their views on the summaries process so far. This feedback, along with that of prisoner

representatives and other parties involved has guided the Parole Board's approach both to the content of summaries, and to the operational process to ensure it works for all involved.

For further information on the process: <https://www.gov.uk/government/publications/decision-summaries>

On 4 February 2019, the Secretary of State for Justice confirmed that he had reviewed the Parole Board Rules 2016 and proposed to make a number of changes to them. These will generally tidy and tighten up the Parole Board Rules of Procedure, and will include new Rules making provision for:

- (a) The referral from the SSJ is to come at the point the dossier is sent to all parties;
- (b) new effective dates of service of documents by the parties, by hand and electronically;
- (c) new time scales for non-disclosure applications to ensure they are processed fairly before any oral hearing; and
- (d) a new ability of a panel to appoint a litigation friend to act in the best interests of a prisoner who lacks the mental capacity to make their own decisions about the parole process.

These new Rules will build upon the existing provisions to provide summaries of decisions, and will sit alongside guidance already issued to members on dealing with allegations of further criminal behaviour. They will help facilitate the Parole Board's commitment to transparency.

The Secretary of State also confirmed that the revised Rules would contain a mechanism to enable a prisoner and the Secretary of State to ask that decisions be reconsidered within 21 days of them being made. This will be confined to cases concerning the most serious offenders, primarily those serving indeterminate and extended determinate sentences. If a decision is reconsidered, and found to contain an error of law (for example, that the decision was irrational, did not take relevant facts into account, took irrelevant facts into account, or was reached after an unfair procedure), the Parole Board will be able to set aside the flawed decision and reconsider the case. The Parole Board is working with officials at the MoJ on the drafting of these new Rules.

Finally, a new informal Rules Committee will be set up, on which the Parole Board will be represented alongside representatives of prisoners and victims, to consider the content of the Rules going forward, and make recommendations about future rule changes.

Staff and Member Engagement

The Board operates as a dynamic organisation, striving to improve how it works by conducting research, piloting new ways of working and listening to people's views.

The Board works with modern digital technology to meet specific needs of the public and offer value for money. All hearings are now digitally recorded, and around 40% of oral hearings involve the use of remote evidence. The Board recognises the need to improve the ethnic diversity of its members and is committed to addressing this through a programme of recruitment.

The Parole Board has hosted regular events attended by staff, members, and stakeholders including the NPS Parole forum and Parole Board User Group (PBUG) which is attended by Association of Prison Lawyers (APL), NPS and HMPPS, as well as one-off events to consult on relevant issues.

In August 2018 the secretariat successfully completed the move to Canary Wharf from 102 Petty France. As part of this move, the Smarter Working Policy was implemented, making flexible working a key part of the offer to staff.

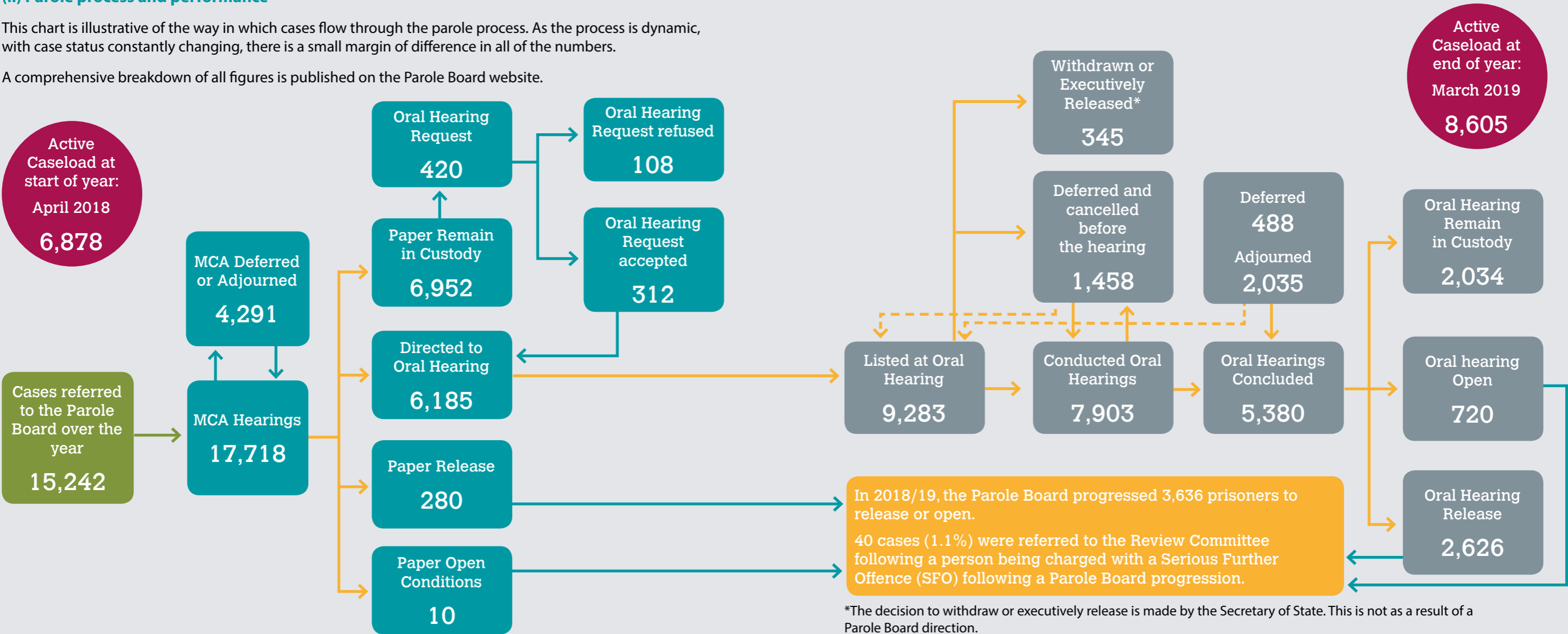
A series of training events and workshops were held for the membership to help build capacity in certain key areas of Parole Board work, Effective Questioning. Members worked closely with the secretariat and external experts in the planning and delivery of these events.

A member Strategy Day was hosted in July 2018 for members to hear updates on key projects and reflect on the implications for member practice, where the Rt Hon Sir Brian Leveson QC, President of the Queen's Bench Division, provided the keynote address. The Employee Engagement Group also facilitated an all-staff engagement day in February 2019 to discuss the outcome of the 2018 People Survey and invited speakers from the Prison Reform Trust and Why me? Restorative Justice to engage staff in the broader context of the Board's work.

(ii) Parole process and performance

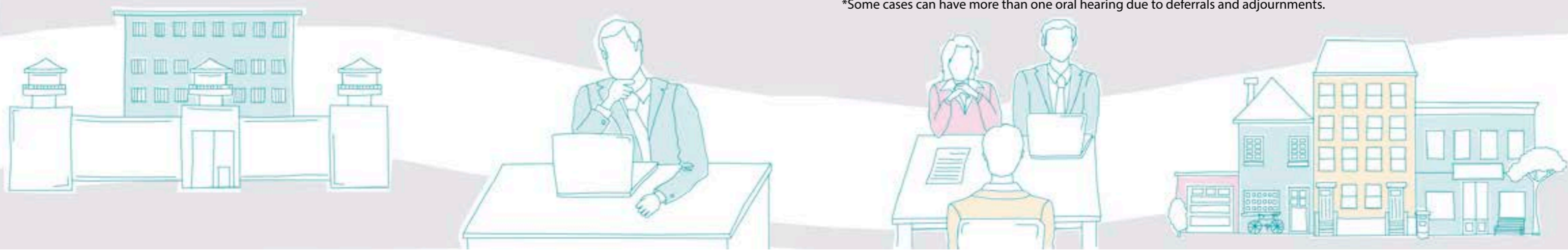
This chart is illustrative of the way in which cases flow through the parole process. As the process is dynamic, with case status constantly changing, there is a small margin of difference in all of the numbers.

A comprehensive breakdown of all figures is published on the Parole Board website.



*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.

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



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

These numbers are based on a breakdown of those cases that have a specified recording of ethnicity or gender.

The % outcomes may appear disproportionate for certain ethnicities due to the representation in the prison population.

OUTCOMES BY ETHNICITY 2018/19

RELEASE

46.7%	ASIAN	49.5%	MIXED
49.1%	BLACK	47.5%	WHITE
35.3%	CHINESE & OTHER	47.8%	AVERAGE

REMAIN IN CUSTODY

36.8%	ASIAN	37%	MIXED
33.5%	BLACK	38.5%	WHITE
35.3%	CHINESE & OTHER	37.8%	AVERAGE

OPEN CONDITION

16.5%	ASIAN	13.5%	MIXED
17.4%	BLACK	13.9%	WHITE
29.4%	CHINESE & OTHER	14.5%	AVERAGE

OUTCOMES BY GENDER 2018/19

RELEASE

57.3%	FEMALE
47.6%	MALE

REMAIN IN CUSTODY

28.2%	FEMALE
38%	MALE

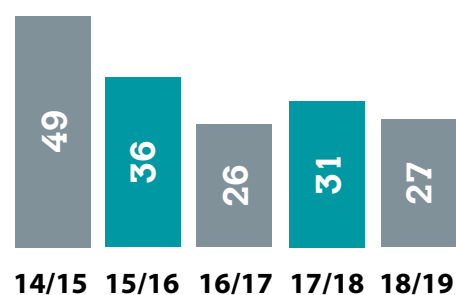
OPEN CONDITION

14.5%	FEMALE
14.4%	MALE

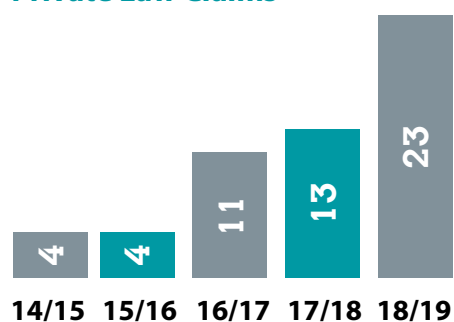
(iii) Challenges, Requests for Information, and Complaints

Challenges, Claims and Requests 2014/15–2018/19

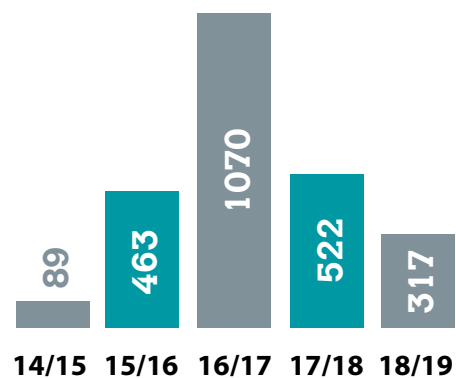
Judicial Reviews



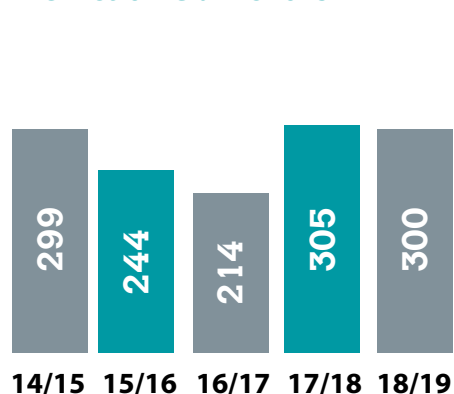
Private Law Claims



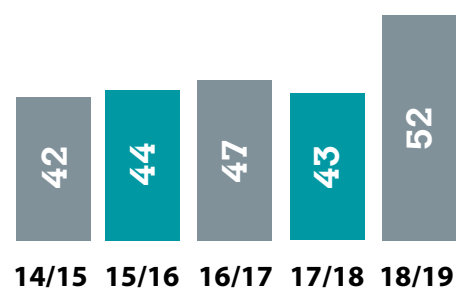
Pre-Action Claims for damages



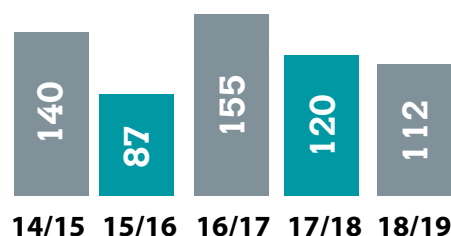
Pre-Action Claims for JR



Freedom of Information Requests 2014/15–2018/19



Complaints 2014/15–2018/19



The general complaints procedure has been refined over the past few years and the full procedure can be found on the Parole Board website.

<https://www.gov.uk/government/organisations/parole-board/about/complaints-procedure>

The complaints have been grouped into broad categories, as set out in the table below.

Total complaints received	112
Complaint Category	Number
Admin error – e.g. processing errors by Operations Team (including incorrect sharing of information)	9
Communication – e.g. any instance that involves parties not being kept informed of changes/developments within the review	1
Information sharing – e.g. unhappy with how the Board has shared information	2
Listing error – e.g. an error in listings meant the hearing could not go ahead	2
Delays – e.g. backlog issues or time frame for hearing to be listed/re-listed	30
Hearing cancelled – e.g. unhappy with the reason a hearing did not go ahead as scheduled	7
Member practice – e.g. unhappy with the way a panel has conducted itself	56
Victim issues – e.g. anything relating to or from a victim	3
Complaints process – e.g. where previous letters have been sent but no response has been received.	1
Deferrals – e.g. unhappy with the reasoning behind a deferral	1

Total complaints received	Fully or partially upheld	Not upheld	Outstanding at 31 March 2019
112	22	42	48

(iv) Sustainable Development

The Parole Board is not required to prepare a sustainability report under the Greening Government Commitments. It is, however, committed to operating in a more sustainable environment and reducing waste wherever possible in all supply chains. The Parole Board continues to work towards being a paperless organisation.

Martin Jones

Martin Jones
Chief Executive and Accounting Officer
16 July 2019

3. Accountability Report



a. Corporate Governance Report

i. Chief Executive's Report

1. Background and Statutory Framework

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 Board by the SSJ continue to represent a risk to the public. The 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 (as amended in May 2018).

2. Mission Statement

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

3. Principal Activities

The Board has five functions in England and Wales:

- Deciding whether to release indeterminate sentence prisoners, including life sentence prisoners, prisoners detained at Her Majesty's pleasure, and prisoners given an imprisonment or detention for public protection sentence (IPP and DPP prisoners) after their minimum term of imprisonment has expired;

- deciding whether to release some categories of determinate sentence prisoners;
- deciding whether some prisoners who have been recalled to prison can be re-released;
- advising the Secretary of State whether some indeterminate prisoners can be progressed from closed to open conditions;
- advising the Secretary of State on any release or recall matters referred to it.

Under the provisions of the Legal Aid, Sentencing and Punishment of Offenders Act 2012, when considering the release of prisoners who come before it, the 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 assessment of risk. Therefore, the fundamental principles in reviewing each case are the same.

All types of cases are initially considered on paper at a Member Case Assessment (MCA) by a single Parole Board member. 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) in the Safer Custody and Public Protection Group (SCPPG) of HMPPS, on behalf of the SSJ. There will usually be representations from the prisoner, or legal representative (if one has been instructed), and sometimes a victim personal statement.

4. Basis for Preparing the Accounts

These accounts have been prepared on an accruals basis in a form directed by the Secretary of State for Justice with the approval of HM 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 (FReM).

5. Funding

The Parole Board's sponsor is the Director General for **Policy, Communications & Analysis** 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 £17,431,000 (2017/18 – £18,265,277).

In addition, the MoJ met costs of £619,000 for the Parole Board (2017/18 – £1,335,000) and these amounts have been treated as grant-in-aid. All grant-in-aid is credited directly to reserves in accordance with the FRM. This provided total funding of £18,050,000 which was a decrease of £1,550,000 from 2017/18 which was £19,600,000.

The Parole Board's cash at bank as at 31 March 2019 was £122,000.

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

	2014/15	2015/16	2016/17	2017/18	2018/19
Paper Hearings	£165	£293	£315	£320	£315
Oral Hearings	£1,707	£1,569	£1,706	£1,406	£1,336

7. Audit

Internal audit services are provided by the Government Internal Audit Agency and in 2018/19 the amount charged for these services was £30,000 inclusive of VAT. This included the provision of 63 days' audit, attendance at meetings of the Audit and Risk Committee and provision of guidance and assurance.

External audit is provided by the Comptroller and Auditor General, through the National Audit Office (NAO). The Certificate and Report of the Comptroller and Auditor General to the House of Commons is included in these Accounts. The Parole Board has accrued for £60,000 in respect of the statutory audit for 2018/19. The auditors received no remuneration for non-audit work. So far as the accounting officer is aware, there is no relevant audit information of which the external auditors are unaware. The accounting officer has taken all the steps that he ought to have taken to make himself aware of any relevant audit information, and to establish that the Parole Board's auditors are aware of that information.

(ii) Governance Statement

As Accounting Officer, I am responsible for the systems of internal control and risk management. I have put in place governance arrangements which follow best practice and follow the Corporate governance in central government departments: code of good practice to the extent that the Parole Board's size and status allow. I have policies and procedures in place which enable me to maintain a sound system of internal control that supports the achievement of the Parole Board's policies and strategic aims and objectives, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me as Accounting Officer and in the Managing Public Money guidance.

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

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.

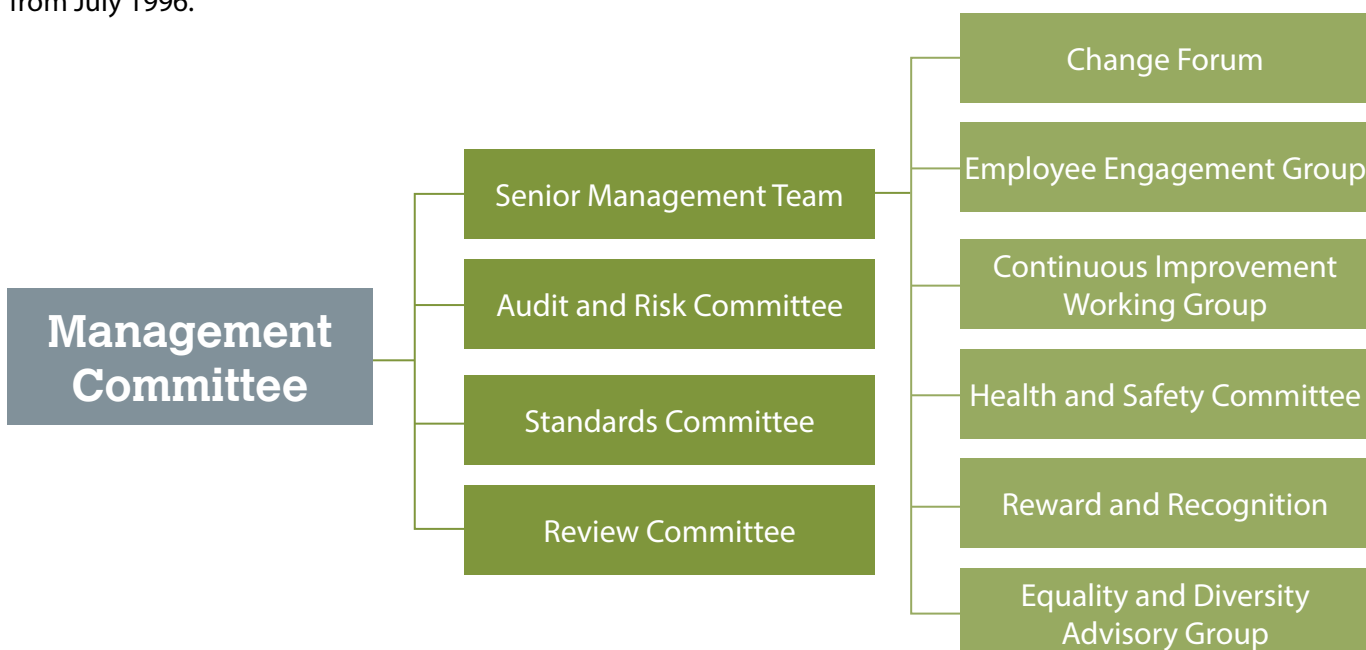
The legislation does not provide a framework for governance. The governing legislation confers a wide discretion on the Parole Board as to its governance functions.

Governance Structure

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

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

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



1.1 The Management Committee (MC)

My colleagues on the MC consists of the Chair and Vice Chair of the Parole Board; our two Directors – of Members Development and Practice, and Business Development and Improvement; four Parole Board members; and three Non-Executive members. During 2018/19 the head of operations and Parole Board legal adviser regularly attended meetings to assist the Committee in its decision making. In February 2019 it was agreed that in 2019/20 the Executive Directors of the Board would attend the Committee but would cease to be formal members.

During 2018/19 the MC met eight times during the year and was responsible for overseeing the implementation of the Parole Board's strategy and Business plan. It received key management information to support and challenge the Parole Board's operation and performance. It was responsible for formally approving the Board's budget and approving its Annual Report and Accounts. The terms of reference and operating procedures for the MC were formally approved in 2015 and 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 Committee also ensures that the key risks, including information security, are properly identified, managed and mitigated where possible. The ARC reports to me on the activity and results of internal and external audit.

The ARC is chaired by a Non-Executive accountant, and there are three other members of the ARC – a second Non-Executive, although this post was vacant throughout 2018/19, and two Parole Board members. I attend all meetings of the ARC. Meetings are also attended by an Internal Audit representative and a NAO representative.

The ARC met five times during 2018/19. After each ARC meeting, a copy of the minutes of that meeting are provided and the ARC Chair highlights any issues which require specific direction and response from the Management Committee.

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

1.3. Standards Committee (SC)

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

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

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

1.4. Review Committee (RC)

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

The RC sits outside the formal management structure, to retain its independent scrutiny role.

The RC meets at least quarterly.

It is the responsibility of the Director of Member Development and Practice to report between the Standards Committee, the Review Committee and the Management Committee.

1.5 Senior Management Team (SMT)

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

1.6 Attendance at Meetings

The table below sets out the attendance of Parole Board management, non-executives and part-time members at Management Committee meetings during the year 2018/19.

	Name		Gender	Attendance
	Caroline Corby, Chair	Non-Executive (Chair)	F	8 of 8
	Martin Jones, Chief Executive	Executive Management	M	8 of 8
	Faith Geary, Director of Business Improvement and Development	Executive Management	F	5 of 8
	Stephanie McIntosh, Full-time member and Director of Member Development and Practice (Job share)	Executive Management	F	8 of 8
	Jennie Sugden, Part-time member and Director of Member Development and Practice (Job share from September 2018)	Executive Management	F	3 of 3



Jodi Berg, Part-time member

Part-time Member

F

7 of 8



Simon Ash, Part-time member

Part-time Member

M

8 of 8



Sir John Saunders, Part-time member and Judicial Vice Chair

Part-time Member

M

5 of 8



Dale Simon, Non-Executive Director

Non-Executive

F

7 of 8



Robert McKeon, Part-time member (from 31 October 2018)

Part-time Member

M

3 of 4



Gary Sims, Non-Executive Director

Non-Executive

M

7 of 8

Cedric Pierce, Part-time member (to September 2018)

Part-time Member

M

4 of 4

Audit & Risk Committee and Standards Committee

		Gender	Audit & Risk Committee	Standards Committee
Executive Management	Stephanie McIntosh, Full-time member and Director of Member Development and Practice (Job share)	F		3 of 3
Non-Executives and Part-time Members	Jodi Berg, Part-time member	F	5 of 5	
	Philip Geering, Part-time member	M	4 of 5	
	Melanie Essex, Part-time member	F		2 of 3
	Andy Dale, Part-time member	M		3 of 3
	Pamela Atwell, Part-time member	F		1 of 3
	Leslie Spittle, Part-time member	M		3 of 3
	Dale Simon, Non-Executive Director	F		3 of 3
	Gary Sims, Non-Executive Director	M	5 of 5	

1.7 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 ALB Governance Division, Justice and Courts Policy Group within the MoJ, is the Parole Board's assurance partner. For the duration of 2018/19 the Parole Board's impact level assessment from the MoJ's principal accounting officer remained a level three, reflecting the significant and sensitive work that The Parole Board does that contributes to the overall risk profile.

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

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

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

The performance of the MC as a whole was appraised in February 2019 by the chair. Collective performance was appraised against the MC terms of reference.

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

Attendance of members of the MC during 2018/19 was an average 92% across its membership.

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

2.1 Data Quality

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

3. Highlights of committee reports, notably by the MC and the ARC

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

Key issues for the MC during 2018/19 were setting the strategic direction of the organisation, responding to the Ministry's proposals for reforming the parole system including increased focus on transparency; the new reconsideration mechanism and Rules; and Tailored review.

Key issues for discussion in the ARC during 2018/19 included the financial structure, the digital programme, the digital strategy and GDPR compliance.

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

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

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

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

4.1 Internal Audit

Internal audit provided a total of 63 days' resource for the Board and have audited the following: Cyber security; Financial MI; Succession planning; Diversity of the membership; and Transparency of decisions.

Internal Audit reported 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 Board's system of internal control. The overall opinion of the Head of Internal Audit for 2018/19 was Limited. Following the audit opinion steps are being taken to improve corporate governance.

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

4.2 Shared Services Assurance

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

In 2018/19, this has included an audit of their control environment, reporting capability and starters and leavers processes.

5. Managing risk and governance

5.1 Principles of managing risk for the Parole Board

The risk management framework that I have embedded within the Parole Board ensures that risks to achieving its strategy, objectives and milestones are properly identified, managed and monitored. On 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 Board's reputation amongst its stakeholders and society at large.

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

5.2 Operation of the governance framework

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

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

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

A total of 32 information incidents were recorded during 2018/19: 16 were near misses, six were actual or potential losses external to the Parole Board premises; one was an actual or potential loss within the Parole Board; eight related to unauthorised disclosure; and one related to failure to report an incident.

Summary of Key Risks

RISK	Controls in Place
1. There is a risk that the Parole Board does not manage its caseload in the most efficient way possible.	<ul style="list-style-type: none">• Work with HMPPS to monitor and work on incomplete dossiers.• Forecasting anticipated receipts.• Adjourning rather than deferring cases to maintain continuity and ownership of cases.• Regional/local operational performance data analysis.
2. There is a risk that the Parole Board is unable to deliver all or part of its digitalisation programme to the timescale and quality required.	<ul style="list-style-type: none">• In-house team supported by IT consultancy for managed service.• Good communications and dialogue with MoJ IT and digital experts.• Detailed project tracked monthly by CEO and oversight from Audit and Risk Committee.

RISK	Controls in Place
3. There is a risk that the commission of a serious further offence by someone released on parole could undermine the public's confidence in the parole system.	<ul style="list-style-type: none"> • All parole decisions are focused on protection of the public, to minimise the risk of serious offences. • Ensuring that serious further offences are examined to capture lessons learned. • Media lines and handling processes agreed. • Using broadcast and digital social media to respond to queries. • Making summaries of decisions and the reason for them available.
4. There is a risk that when key personnel leave the Parole Board it affects the ability to deliver the strategy.	<ul style="list-style-type: none"> • Shadowing / coaching / mentoring. • People plan and review of team structures, including resilience. • Learning & Development strategy including offering apprenticeships, to address key capability gaps. • Use of wider support services.
5. There is a risk that a lack of diversity of either staff or members gives the perception that the Parole Board does not fully represent the population it serves.	<ul style="list-style-type: none"> • Equality & Diversity Group project to monitor and oversee progress against the Equality Action Plan. • Target communities to encourage people from different backgrounds to apply to become members as part of recruitment planning and campaigns.
6. There is a risk that something happens which adversely affects the Parole Board's reputation or undermines the public's confidence in the parole system.	<ul style="list-style-type: none"> • Outreach and improved communications with the public. • Collaborate with victim and prisoner groups to develop communications, products and messages. • Make decision summaries available on request. • Hold annual open Board Meetings. • Review crisis management processes.
7. There is a risk that the Parole Board will be unable to deliver the strategic objectives due to insufficient budget funds.	<ul style="list-style-type: none"> • Review of operational and costing model. • Monthly review of cost centre budgets. • Monthly reviews with budget holders and Finance Business Partners.

5.3 Summary of key risks identified during the year

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

identified are those over which it has limited control and include the ability to meet our increasing workload, serious further offences and ability of partners to work with us in the system. A summary of the key risks is presented in the Overview section of the Performance Report.

5.4 Ministerial directions

The Parole Board received no ministerial directions during the year.

6. Fraud and whistle blowing policies

The Parole Board's Fraud and Whistle Blowing policy was reviewed in 2018/19 and a new reporting and investigation procedure was being introduced with independent trained fraud investigators taking forward anything raised. There was no reported whistle blowing in 2018/19.

Accounting officer's statement

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

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

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



Martin Jones
Chief Executive and Accounting Officer

16 July 2019

iii. Statement of accounting officer's responsibilities

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

The accounts are prepared on an accruals basis and must give a true and fair view of the Parole Board's state of affairs at the year end and of its

comprehensive net expenditure, cash flows, and taxpayers' equity for the financial year.

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

- Confirm that, as far as he is aware, there is no relevant audit information of which the entity's auditors are unaware;
- Confirm that he has taken all steps that he ought to have taken to make himself aware of any relevant audit information and to establish that the entity's auditors are aware of that information;
- Confirm that the annual report and accounts as a whole is fair, balanced and understandable;
- Confirm that he takes personal responsibility for the annual report and accounts and the judgements required for determining that it is fair, balanced and understandable;
- Observe the Accounts Direction issued by the Secretary of State with the approval of HM 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 MoJ has appointed the chief executive of the Parole Board as its accounting officer. The chief executive's relevant responsibilities as accounting officer, including his responsibility for the propriety and regularity of the public finances for which he is answerable, for keeping of proper records, and for safeguarding the assets of the Parole Board, are set out in the Non- Departmental Public Bodies' Accounting Officers' Memorandum issued by HM Treasury and published in Managing Public Money.

b. Remuneration and Staff Report

I. Remuneration Policy

The Chairman, and all other 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. The full-time member serves on the Management Committee as do four part-time members appointed by the Chairman of the Parole Board. The Chief Executive (who is not a statutory member of the Board) also serves on the Management Committee.

This report discloses the remuneration of those serving on the Management Committee (comprising the Chairman, four other part-time members, one full time member who is also a Director, the Chief Executive and the two other Directors). This disclosure is made in order to comply with HM 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 104 days;
- for the part-time members, at a fixed and non-pensionable rate of £300 (2017/18: £300) for each day on which they attend Parole Board meetings. Including Management Committee meetings;
- for the full-time member, and the other 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 in total within the remuneration report.

Objectives for the Chairman are set by the Secretary of State.

Performance development reviews linked to the Parole Board's Business Plan are used in assessing the performance of the Chief Executive, the full-time member, 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:

	Tenure Expiry Date
Stephanie McIntosh Appointed 01 August 2013 Full-time member	01 August 2023
Caroline Corby Appointed 01 November 2018 Full-time member	31 October 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

Bonuses

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

II. Audited Remuneration (salary and payment in kind)

Remuneration	2018/19					2017/18				
Senior Managers	Total amount of salary and fees	All taxable benefits (nearest £100)	Bonuses paid	Pension related benefits (nearest £1,000)	Total	Total amount of salary and fees	All taxable benefits (nearest £100)	Bonuses paid	Pension related benefits (nearest £1,000)	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Caroline Corby Chair (interim since 23 April 2018, permanent since 1 November 2018)	30-35	0.4	-	-	30-35	5-10	-	-	-	5-10
Martin Jones Chief Executive	75-80	-	5-10	-	85-90	75-80	-	-	18	95-100
Stephanie McIntosh Full-time member	65-70		0-5	26	95-100	65-70	-	0-5	23	90-95
Faith Geary Director Business Development	65-70		0-5	31	95-100	60-65	-	0-5	20 (Restated)	80-85
Professor Nick Hardwick Chairman (until 27 Mar 2018)						40-45				40-45
Miranda Biddle Director of Operations (until 14 Feb 2018)						60-65 (FYE 70-75)		0-5	25	85-90

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	2018/19					2017/18				
Parole Board members who sat on Management Committee	Total amount of committee fees	Total amount of other fees	All taxable benefits (nearest £100)	Bonuses paid	Total	Total amount of committee fees	Total amount of other fees	All taxable benefits (nearest £100)	Bonuses paid	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Cedric Pierce Part-time member (until 30 Sep 2018)	0-5 (5-10 FYE)	10-15 (20-25 FYE)	-	-	10-15 (20-25 FYE)	0-5	25-30	-	-	30-35
Jodi Berg Part-time member	0-5	30-35	-	-	30-35	0-5	25-30	-	-	30-35
Simon Ash Part-time member	0-5	15-20	-	-	20-25	0-5	20-25	-	-	25-30
Sir John Saunders Part-time member*	10-15	0-5	-	-	15-20	5-10	5-10	-	-	15-20
Robert McKeon Part-time member, Management Committee member since 1 Oct 2018	0-5	35-40 (70-75 FYE)	-	-	35-40 (70-75 FYE)	-	-	-	-	-

*Committee fees also include fees for role as vice Chair

Remuneration	2018/19				2017/18			
Non-Executive Board Members	Fees	All taxable benefits (nearest £100)	Bonuses paid	Total	Fees	All taxable benefits (nearest £100)	Bonuses paid	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Dale Simon Non-Executive Director ¹	10-15	-	-	10-15	10-15	-	-	10-15
Gary Sims Non-Executive Director ²	0-5	0.4	-	0-5	5-10	-	-	5-10

Audited Pay Multiples

	2018/19	2017/18
Band of highest paid director's total remuneration (£000)	85-90	75-80
Median total remuneration (£)	25,509	25,318
Ratio	3.43:1 ³	3.06:1 ⁴

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 The increase in the ratio is predominantly due to an increase in the mid-point of the highest paid director. This is due to a bonus payment in 2018/19.

⁴ Median pay and ratio were restated for 2017/18 due to missing agency workers in the calculation.

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid directors in their organisation and the median remuneration of the organisation's workforce. The banded remuneration of the highest paid director at the Parole Board at 31 March 2019 was £85-90k (2017/18 £75-80k). This was 3.43 times (2017/18, 3.06 times) the median remuneration of the workforce, which was £25,509 (2017/18 £25,318). During the financial year, the remuneration ranged from the minimum band of £15-20k to the highest band of £85-90k (2017/18 £15-20k to £75-80k). No employees received remuneration in excess of the highest paid director (2017/18 Nil).

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

Audited Pension Entitlement

- The audited pension entitlement of the Full-Time Member, Chief Executive and other Directors during 2018/19 were as follows:

Pension Benefits					
Senior Managers	Accrued pension and related lump sum at pension age as at 31 March 2019	Real increase in pension and related lump sum at pension age	CETV at 31 March 2019	CETV at 31 March 2018	Real increase/ (decrease) in CETV
	£000	£000	£000	£000	£000
Martin Jones	25-30 plus a lump sum of 60-65	0-2.5	458	408	-12
Stephanie McIntosh	20-25	0-2.5	253	207	13
Faith Geary	15-20 plus a lump sum of 30-35	0-2.5	224	176	13

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

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

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 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) their pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 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.

iii. Staff Report

1. Audited Staff Costs

	2018/19 £,000	2017/18 £,000
Permanent staff		
Salaries and wages, including overtime	3,467	3,447
Pension contributions	589	596
Social security costs	348	358
Total Permanent Staff	4,404	4,401
Seconded Staff	234	48
Agency staff	453	325
Parole Board Members' Fees		
Fees	7,341	7,918
Social Security Costs	933	952
Total Members	8,274	8,870
Total	13,365	13,644

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 do not have any costs associated to employees who were relevant unions officials during 2018/19. No employees received any benefits in kind during 2018/19.

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: <https://www.gov.uk/government/publications/civil-superannuation-annual-accounts-2017-to-2018>

For 2018/19, employers' contributions of £614k were payable to the PCSPS (2017/18 – £605k) at one of four rates which ranged from 20.0% to 24.5% of pensionable pay, based on salary bands. The Scheme Actuary reviews employer contributions approximately every four years following a full scheme valuation. The contribution rates reflect

benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme. Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions to partnership pension accounts were £0.3k (2017/18 – £17k) and were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions, which are age-related, ranged from 8.00% to 14.75% of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay. In addition, employer pension contributions equivalent to 0.5% of pensionable pay were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of employees in the PCSPS.

The average number of full time equivalent people employed by the Parole Board, which excludes the Chairman, during 2017/18 was:

	Employed	Seconded	Agency	Total	2017/18
Senior Management	3	0	0	3	4
Operational Staff	111	3	11	125	115
Corporate Services Staff	7	0	1	8	5
Total	121	3	12	136	124

2. Audited Member Costs

The emoluments (non-pensionable) of the highest paid part-time Parole Board member was £128,874 (2017/18 – £124,415). Part-time members are not

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

£	2018/19	2017/18
0 - 4,999	38	51
5,000 - 9,999	10	20
10,000 - 14,999	20	45
15,000 - 19,999	21	27
20,000 - 24,999	15	27
25,000 - 29,999	19	22
30,000 - 34,999	27	13
35,000 - 39,999	16	18
40,000 - 44,999	15	21
45,000 - 49,999	15	12
50,000 - 54,999	12	13
55,000 - 59,999	6	4
60,000 - 64,999	8	2
65,000 - 69,999	4	3
70,000 - 74,999	4	5
75,000 - 79,999	2	1
80,000 - 84,999	4	3
85,000 - 89,999	1	1
90,000 - 94,999	4	2
95,000 - 99,999	3	2
100,000 - 109,999	3	5
110,000 - 119,999	2	2
120,000 - 129,999	2	2
Total	251	301

There were a total of 251 members during 2018/19 (301 in 2017/18), all of whom were active. During 2018/19, 29 members joined the Board, undergoing training and mentoring from more experienced

members. These costs are reflected in the table. As at 31 March 2019, there were 221 active members and 16 active former members.

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 2018/19 no employees left The Parole Board under the Scheme, nor did any in 2017/18.

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 2019, there have been no instances of non-tax compliant off-payroll engagements, the same as 2017/18. Further details of off-payroll engagements can be found in the MoJ Annual Report and Accounts 2018/19.

5. Spend on consultancy

Expenditure on consultancy in 2018/19 was Nil, compared to £99k in 2017/18.

6. Investors in People

The Parole Board is committed to maintaining the standard for continuing accreditation under Investors in People (IIP). It is believed that this accreditation helps to provide the foundation and direction for the organisation's strategy. An IIP re-assessment took place in June 2016 in which the Parole Board achieved a bronze accreditation.

An Employee Engagement Group (EEG) meets monthly to champion and oversee the implementation of action plans designed to improve employee engagement in partnership with senior management. There is dedicated resource to support learning and development activities to help improve individual and organisational performance.

The EEG, in collaboration with the SMT, once again took charge of the planning and running of an all staff development day held in February 2019 with a variety

of speakers. This event facilitated staff working with each other to engage and build relationships and plan for the year ahead.

7. Member and employee involvement

The membership and secretariat continued to work closely on key projects set up to support the delivery of several objectives in the Business Plan 2018/19. These included Compass and RADAR which is detailed in the Performance Analysis.

248 peer quality assessments were completed and 121 practice observations, supported by four quality assessor workshops. Three members were trained as quality assessors and 14 as practice observers. 16 members were involved in a survey of oral hearing decision letter quality and worked with the secretariat to address findings.

Ten members participated in the victim focus group meetings; two members participated in the Equality and Diversity Advisory Group meetings; three members participated in the Research Governance Group meetings with a further four engaging in research activity; three members led on work to support Welsh speaking prisoners; six members were involved in the temporary reference group on the Mental Health Act Review; and seven members presented at regional briefing sessions for Victim Liaison Officers.

This year the Parole Board achieved a 74% participation with the annual staff survey. This highlighted areas where attention and improvement would help maintain staff engagement within the organisation. These results shaped much of the work of the EEG. The EEG group has been working collaboratively with the SMT to improve engagement through identified actions from the staff engagement survey, all of which will support the Parole Board in delivering against its strategic objective:

The Board has continued to improve internal dialogue, including regular all staff briefings where staff have the opportunity to hear about developments, question or raise matters, and share ideas. The intranet has news items and a blog area for all staff to contribute to. The CEO continued to have regular open door sessions and a blog.

8. Sickness absence data

The average number of working days lost (AWDL) due to sickness for staff at the Parole Board was 5.6 for 2018/19. It was 4.9 for 2017/18. The increase is partly driven by long term absences. Throughout 2018/19 early intervention has been encouraged and wellbeing support options have been promoted to all employees to encourage a preventative approach to reducing sickness absence. This approach is consistent with the wider Civil Service strategy. Reducing AWDL continues to be a priority for all leaders at the Parole Board. Progress is monitored regularly by the SMT.

9. Equality and diversity

The Parole Board is committed to a policy of equal opportunity for all members and staff, regardless of race, religion or belief, gender reassignment, sex, sexual orientation, pregnancy and maternity, marriage and civil partnership, disability, age or any other irrelevant factor. It provides guaranteed interviews to candidates who qualify under the requirements of the Equality Act 2010 who meet the criteria for jobs in the secretariat. The appointment of members is the responsibility of the Secretary of State. Parole Board members are provided with training and guidance to act fairly when considering cases. The equality and diversity advisory group is chaired by a Parole Board member and reviews initiatives within the Parole Board secretariat and the membership, as well as wider aspects related to fairness to those engaged in the parole process, for example prisoners and victims.

As at 31 March 2019:

- The MC was made up of nine members, five female and four male.
- The Parole Board had only one member of staff at Senior Civil Servant (SCS) level, who sits on the MC and is therefore included above.
- The Parole Board employed 125 permanent members of staff (121 FTE) 81 females (78.2 FTE) and 44 males (42.8 FTE). Of those who declared their ethnicity 56% were white and 44% BAME. Of those who declared whether they were disabled 9% were, and 91% were not.

There were 221 current Parole Board members on 31 March, of which 123 were female and 98 males.

10. Health and safety

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

c. Parliamentary Accountability and Audit Report

i. Audited Losses and Special Payments

Amounts relating to compensation claims are a result of judicial reviews and do not include legal costs.

	Number	2019 £'000	Number	2018 £'000
Compensation payments to prisoners	230	218	483	455
Extra-contractual payment	-	-	1	9
Constructive loss	-	-	-	-
Total	230	218	484	464

ii. Audited Remote Contingent Liabilities

In addition to contingent liabilities reported within the meaning of IAS 37 – Provisions, Contingent Liabilities and Contingent Assets 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 2019. (There were no remote contingent liabilities at 31 March 2018).

Martin Jones



Chief Executive and Accounting Officer

16 July 2019

d. 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 2019 under the Criminal Justice Act 2003. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including the significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Accountability Report that is described in that report as having been audited.

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 2019 and of its net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Criminal Justice Act 2003 and Secretary of State directions issued thereunder.

Opinion on 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 of opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK) 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 2016. I am independent of the Parole Board in accordance with the ethical requirements that are relevant to my audit and 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

I am required to conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that 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 the date of approval of the financial statements. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern. I have nothing to report in these respects.

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 the Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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.

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

As part of an audit in accordance with ISAs (UK), I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Parole Board's internal control.

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.

In addition, 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.

Other Information

The Board and the Accounting Officer are responsible for the other information. The other information comprises information included in the annual report, but does not include the parts of the Accountability Report described in that report as having been audited, the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and 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, 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 parts of the Accountability Report to be audited have been properly prepared in accordance with Secretary of State directions made under the Criminal Justice Act 2003; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

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

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

Report

I have no observations to make on these financial statements.

Gareth Davies
Comptroller and Auditor General
16 July 2019

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

4. Financial Statements





Financial Statements

Statement of Comprehensive Net Expenditure for the year ended 31 March 2019

	Notes	2018/19 £'000	2017/18 £'000
Expenditure			
Staff and member costs	2	13,365	13,644
Other operating costs	3	4,116	4,610
Net expenditure for the year		17,481	18,254
Other Comprehensive Net Expenditure			
Net (gain)/loss on revaluation of:			
Property, plant and equipment	4	(7)	(8)
Total Comprehensive net expenditure		17,474	18,246

The notes on pages 56 to 64 form part of these accounts.

Statement of Financial Position

as at 31 March 2019

	Notes	2019 £'000	2018 £'000
NON-CURRENT ASSETS			
Property, plant and equipment	4	976	1,151
Intangible assets	5	114	162
Total non-current assets		1,090	1,313
CURRENT ASSETS			
Trade and other receivables	6	320	186
Cash at bank	7	122	1,236
Total current assets		442	1,422
TOTAL ASSETS		1,532	2,735
CURRENT LIABILITIES			
Trade and other payables	8	(2,373)	(4,149)
Provisions	9	(203)	(206)
Total current liabilities		(2,576)	(4,355)
Total assets less total liabilities		(1,044)	(1,620)
TAXPAYERS' EQUITY			
General Fund		(1,061)	(1,633)
Revaluation Reserve		17	13
Total Equity		(1,044)	(1,620)

The notes on pages 56 to 64 form part of these accounts.



Martin Jones
Chief Executive and Accounting Officer
16 July 2019

Statement of Cash Flows

as at 31 March 2019

	Notes	2018/19 £'000	2017/18 £'000
Cash flows from operating activities			
Net expenditure for the year		(17,481)	(18,254)
Adjustments for non-cash transactions:			
- MoJ overhead recharges	3	619	1,335
- Depreciation, amortisation and write offs	3	222	224
- Impairment of Property Plant and Equipment	4	22	-
- Impairment of Intangible Asset	5	16	-
- Provisions provided in the year (net of releases)	9	129	(100)
Movement in trade and other receivables	6	(134)	(156)
Movement in trade and other payables	8	(1,776)	1,061
Movements in payables not passing through SoCNE		14	164
Utilisation of provisions	9	(132)	(474)
Net cash outflow from operating activities		(18,501)	(16,200)
Cash flows from investing activities			
Purchase of property, plant and equipment	4	(13)	(915)
Purchase of intangible assets	5	(31)	(164)
Net cash outflow from investing activities		(44)	(1,079)
Cash flows from financing activities			
Grant-in-aid received from MoJ		17,431	18,265
Net cash inflow from financing activities		17,431	18,265
Net increase/(decrease) in cash and cash equivalents in the year		(1,114)	986
Cash and cash equivalents at the beginning of the year		1,236	250
Cash and cash equivalents at the end of the period	7	122	1,236

The notes on pages 56 to 64 form part of these accounts.

Statement of Changes in Taxpayers' Equity

for the year ended 31 March 2019

	General Fund £'000	Revaluation Reserve £'000	Total £'000
Balance at 31 March 2017	(3,010)	36	(2,974)
Changes in taxpayers' equity – 2017/18			
Net expenditure for the year	(18,254)	-	(18,254)
Grant-in-aid towards expenditure	18,265	-	18,265
Grant-in-aid received from the MoJ, being soft recharge of overheads	1,335	-	1,335
Revaluation of property, plant and equipment	-	8	8
Transfers between reserves	31	(31)	-
Balance at 31 March 2018	(1,633)	13	(1,620)
Changes in taxpayers' equity – 2018/19			
Net expenditure for the year	(17,481)	-	(17,481)
Grant-in-aid towards expenditure	17,431	-	17,431
Grant-in-aid received from the MoJ, being soft recharge of overheads	619	-	619
Revaluation of property, plant and equipment	-	7	7
Transfers between reserves	3	(3)	-
Balance at 31 March 2019	(1,061)	17	(1,044)

The notes on pages 56 to 64 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 HM Treasury.

These financial statements have been prepared in accordance with the 2018/19 *Government Financial Reporting Manual (FReM)* issued by HM Treasury. The accounting policies contained in the FReM apply *International Financial Reporting Standards (IFRS)* as adapted or interpreted for the public-sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Parole Board for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Parole Board are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

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 MoJ. There are currently no proposals that would change the Parole Board's status as a going concern.

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

There have been new standards adopted in the year to 31 March 2019 which are discussed below:

IFRS 9: Financial Instruments (replacing *IAS 39 - Financial Instruments: Recognition and Measurement*) aims to simplify financial instrument accounting and

more closely align accounting and practices with how instruments are used in the business. *IFRS 9* has been assessed and has no material impact on the Accounts.

IFRS 15: Revenue from Contracts with Customers aims to replace a significant amount of existing guidance and reduce inconsistencies by setting a new principles-based Standard. *IFRS 15* has been assessed and has no material impact on the Accounts.

There is one further accounting standard that has been issued but not yet been adopted for the public sector.

IFRS 16: Leases will change the way the Parole Board recognises, measures, presents and discloses leases that it holds. The standard provides a single lessee accounting model, requiring lessees to recognise assets and liabilities for all leases unless the lease term is short term (less than 12 months) or the underlying asset has a low value. The standard is effective from 2020/21 but is not expected to have a material impact on the Parole Board's financial statements unless significant new leases are entered into.

c) Grant-in-aid

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

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 MoJ

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

f) Non-current assets

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

Subsequent to initial recognition, assets are recorded at fair value, or depreciated replacement cost as a proxy for fair value. All assets are revalued annually using the Producer Price Index (PPI) issued by the Office of National Statistics (ONS). The policy is to revalue at the year-end through indexation. Intangible assets comprise of internally developed computer software and the case management system.

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 costs over their estimated useful lives of between three and seven years on hardware and three years for software licenses.
- The casework management system, was amortised over five years
- Furniture and fittings: depreciation is provided on a straight-line basis, at rates calculated to write off the purchase costs over five years

h) Assets under construction and development costs

Assets under construction are valued at historic cost within Property, Plant and Equipment, and Intangibles. The assets are not subject to depreciation until

completed, when the carrying value is transferred to the respective asset category. Expenditure is capitalised where it is directly attributable to bringing an asset into working condition, such as external consultant costs, relevant employee costs and an appropriate portion of relevant overheads.

i) Operating leases

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

j) Pension costs

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

k) Employee benefits

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

l) Provisions

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

m) Contingent liabilities

A contingent liability is disclosed when the likelihood of payment is judged to be less than probable but more than remote (Note 13).

n) Value Added Tax

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

o) Key judgements and estimations

In preparing these accounts, management have made certain key judgements and estimations which have

a material impact on the financial position presented. The accrual for member fees is estimated based upon the number of hearings listed and their average cost. More detail on the calculation of the accrual is set out in Note 8.

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

2. Staff and member costs

	2018/19 £'000	2017/18 £'000
Permanent staff		
Salaries and wages, including overtime	3,467	3,447
Pension contributions	589	596
Social security costs	348	358
	4,404	4,401
Seconded Staff	234	48
Agency staff	453	325
Parole Board Members' Fees		
Fees	7,341	7,918 (Restated)
Social security costs	933	952 (Restated)
	8,274	8,870
Total	13,365	13,644

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

	2018/19 £'000	2017/18 £'000
Legal and compensation costs	688	687*
Travel and subsistence – Members	992	868
Travel and subsistence – Staff	41	31
Casework Management System running costs	9	7
Stationery and printing	54	177
Information technology costs	905	783
Members' training	51	51
Staff training	15	74
Audit fees – internal audit	30	33
Audit fees – external audit (NAO)	60	50
Operating leases	(2)	34
Professional fees	-	99
Shared service and other costs	274	257
Non-cash items:		
– Provision expense	129	(100*)
– Depreciation and amortisation	213	224
– Impairment of Property, Plant and Equipment	22	-
– Impairment of Intangible Assets	16	-
– Net loss on disposal of Property, plant and equipment	-	-
Costs met by the Parole Board	3,497	3,275
Costs incurred by the Parole Board but settled by the MoJ: (Non-cash costs)		
Accommodation and other common services	619	1,335
Total Other operating costs	4,116	4,610

* Expenditure has been reclassified between legal and compensation costs and provision expense to better show the utilisation of provision in year.

4. Property, plant and equipment

Movements in 2018/19				
	Furniture	IT hardware	Assets under construction	Total
	£000	£000	£000	£000
Cost or valuation				
At 1 April 2018	1	1,486	-	1,487
Additions	-	13	-	13
Impairments	-	(22)	-	(22)
Revaluations	-	11	-	11
Reclassifications	-	-	-	-
At 31 March 2019	1	1,488	-	1,489
Depreciation				
At 1 April 2018	1	335	-	336
Charged in year	-	173	-	173
Disposals	-	-	-	-
Revaluations	-	4	-	4
At 31 March 2019	1	512	-	513
Carrying value at 31 March 2019	-	976	-	976
Carrying value at 31 March 2018	-	1,151	-	1,151
Movements in 2017/18				
	Furniture	IT hardware	Assets under construction	Total
	£000	£000	£000	£000
Cost or valuation				
At 1 April 2017	1	555	1	557
Additions	-	914	1	915
Revaluations	-	15	-	15
Reclassifications	-	2	(2)	-
At 31 March 2018	1	1,486	-	1,487
Depreciation				
At 1 April 2017	1	275	-	276
Charged in year	-	53	-	53
Revaluations	-	7	-	7
At 31 March 2018	1	335	-	336
Carrying value at 31 March 2018	-	1,151	-	1,151
Carrying value at 31 March 2017	-	280	1	281

5. Intangible assets

Movements in 2018/19				
	IT Software £000	Casework Management System £000	Development costs £000	Total £000
Cost or valuation				
At 1 April 2018	153	1,618	148	1,919
Additions	-	-	17	17
Disposals	-	-	(9)	(9)
Impairments	-	-	(16)	(16)
Revaluations	1	12	-	13
Reclassifications	131	-	(131)	-
At 31 March 2019	285	1,630	9	1,924
Amortisation				
At 1 April 2018	148	1,609	-	1,757
Charged in year	36	4	-	40
Revaluations	1	12	-	13
At 31 March 2019	185	1,625	-	1,810
Carrying value at 31 March 2019	100	5	9	114
Carrying value at 31 March 2018	5	9	148	162
Movements in 2017/18				
	IT Software £000	Casework Management System £000	Development costs £000	Total £000
Cost or valuation				
At 1 April 2017	150	1,586	148	1,884
Additions	-	-	-	-
Disposals	-	-	-	-
Impairments	-	-	-	-
Revaluations	3	32	-	35
At 31 March 2018	153	1,618	148	1,919
Amortisation				
At 1 April 2017	138	1,413	-	1,551
Charged in year	7	164	-	171
Revaluations	3	32	-	35
At 31 March 2018	148	1,609	-	1,757
Carrying value at 31 March 2018	5	9	148	162
Carrying value at 31 March 2017	12	173	148	333

6. Trade and other receivables

Amounts falling due within one year

	2019 £'000	2018 £'000
Staff receivables	23	12
MoJ intra-department receivables	56	-
Other government receivables	90	65
Other receivables	151	109
Total	320	186

7. Cash in Bank

	2019 £'000	2018 £'000
Balance at 1 April	1,236	250
Net change in cash and cash equivalent balances	(1,114)	986
Balance at 31 March	122	1,236
Total cash held at Government Banking Service	122	1,236

8. Trade and other payables

Amounts falling due within one year

	2019 £'000	2018 £'000
Tax and social security	385	385
Trade payables	2	780
Other payables	132	70
Accrued holiday pay	50	61
Member fee accrual	411	634
Other accruals	677	1,281
Intra-department payables	716	938
Total	2,373	4,149

During the year there was a change to the way that the members fees were paid and this lead to a greater level of detail being available to estimate the accrual. This allowed a more refined and robust estimate leading to a one-off decrease on the amount accrued. This data is not retrospectively available so it is not possible to value the decrease.

The member fee accrual relates to hearings from the period where the claim for their fee has not yet been made. It is calculated using a assumptions about the number of hearings listed and the average value of fees claimed.

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

– a 5% increase in the number of hearings listed would increase the accrual by £14k (3%).

– a 15% decrease in the number of hearings listed would decrease the accrual by £42k (10%).

– a 10% increase/decrease in the average cost of hearings would increase/decrease the accrual by £33k (8%).

9. Provisions for liabilities and charges

	£'000
Balance at 31 March 2018	206
Provided in the year	202
Provisions utilised in the year	(132)
Provisions not required written back	(73)
Balance at 31 March 2019	203

The provision relates to claims from prisoners for compensation in relation to delays in parole hearings. The provision 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 amount payable based on recent trends for success rates and average amounts payable. Legal claims which may succeed but are less likely to do so or cannot be estimated reliably are disclosed as Contingent liabilities in Note 13.

The amounts utilised and written back reflect the outcome against the amount provided for at 31 March 2018.

In accordance with *IAS 37 - Provisions, Contingent Liabilities and Contingent Assets* 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 £67k to £269k.
- A 10% decrease in each of the three assumptions would, taken together, decrease the value of the provision by £55k to £148k.

10. Related party transactions

The Parole Board is a non-departmental public body sponsored by the MoJ. The MoJ 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 board members or senior executives of the Parole Board undertook any activities that gave rise to related party transactions during the 2018/19 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.

	2019 £'000	2018 £'000
Payments due within one year	16	16
Payments due within 2–5 years	11	28
Total	27	44

There were no commitments falling due after five years.

12. Financial instruments

The Parole Board has no borrowings and relies on grant-in-aid from the MoJ 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 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.

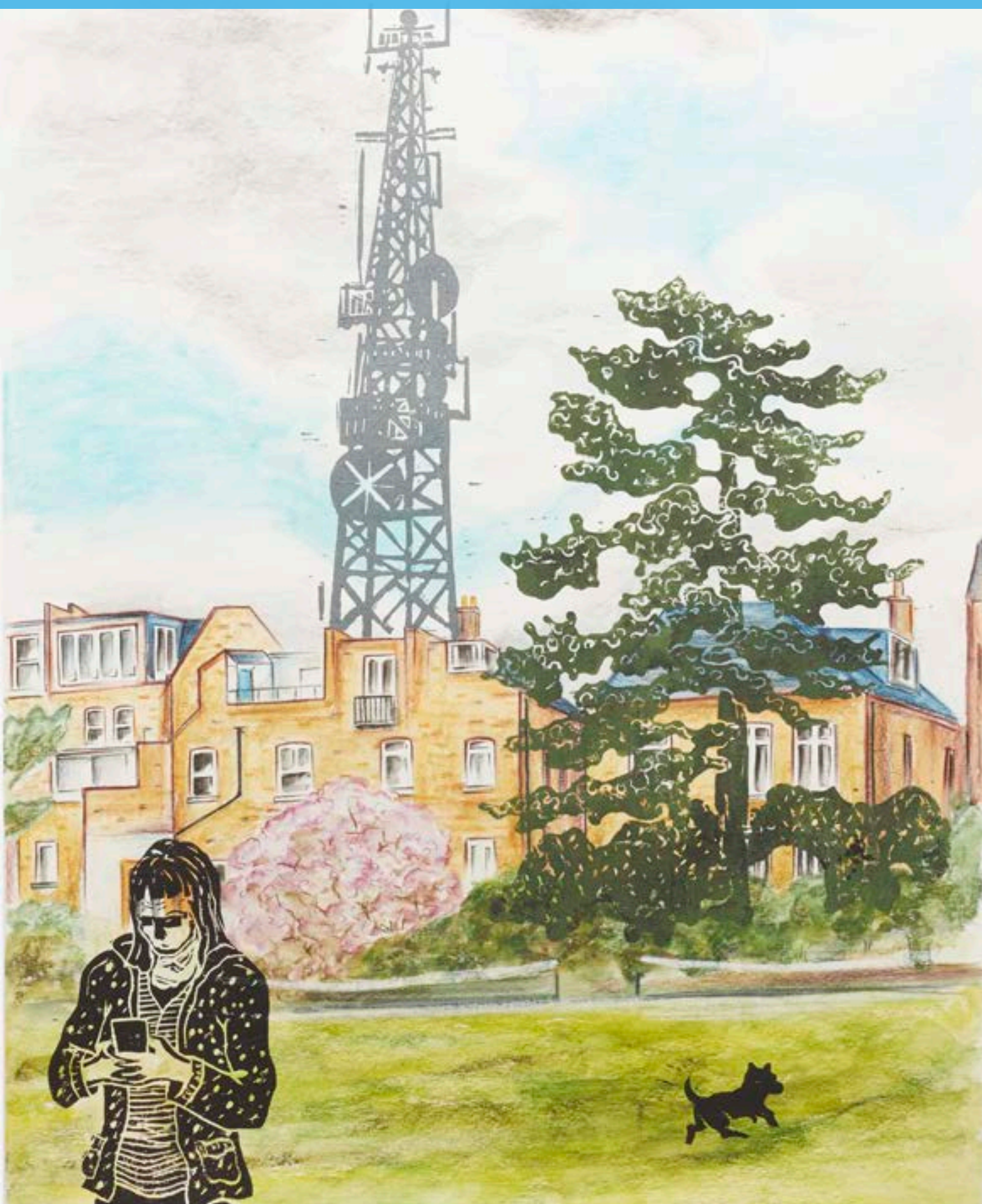
In addition to this there are potential claims that are deemed less likely to proceed, but which nevertheless may materialise. The outflow were these claims to be successful is currently estimated at £1.29m (2017/18 £0.841m).

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.

There are no events after the reporting period which require disclosure.

5. Membership of the Parole Board between 1 April 2018 and 31 March 2019





84 Panel Chairs*

125 Independent Members

44 Judicial Members

32 Psychologist Members

20 Psychiatrist Members

Caroline Corby

Parole Board Chair

Appointed October 2018

Chair of London Probation Trust 2012–2014. Non-executive director of the Children and Family Court Advisory Support Service (Cafcass), the Criminal Cases Review Commission and One Housing. Panel Chair, Nursing and Midwifery Council.

Sir John Saunders*

Judicial Member (Vice Chair)

Appointed 2016

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

Lindsay Addyman JP*

Independent Member

Appointed 2012

Previous Parole Board appointments: 1987–91, 2000–10, 1992–98. Former Assistant Prisons' Ombudsman. Member, Home Secretary's Advisory Board on Restricted Patients. Chairman, IMB, HMP Full Sutton. Magistrate. Member since 2009 of the Disciplinary, Admissions and Licensing Committee for ACCA.

Sarfraz Ahmad

Independent Member

Appointed 2017

Solicitor (practising). Magistrates Court Duty Solicitor. Over 13 years' experience in Criminal defence work and Prison Law.

Shazia Ahmed

Independent Member

Appointed 2016

15 years criminal experience. Specialist rape and serious sexual offences prosecutor. Currently on the panel of financial ombudsman. Visiting lecturer for University of Law BPTC course.

Fiona Ainsworth

Psychologist Member

Appointed 2017

Consultant Forensic Psychologist, registered with the BPS and HCPC. She has twenty years' experience assessing and rehabilitating adult male offenders. Her expertise is in dealing with issues such as sexual violence, sexual interest in children, domestic abuse, personality disorder, psychopathy and intellectual functioning. She currently works in private practice.

Sally Allbeury

Independent Member

Appointed 2017

Most recently an Ombudsman at the Financial Ombudsman Service. Previously had a 20-year career in the Home Office, mainly in Border Force, latterly as Assistant Director of the National Command Centre.

His Honour Anthony Ansell*

Judicial Member

Appointed 2016

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

Simon Ash QPM*

Independent Member

Appointed 2012

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

His Honour Graham Arran

Judicial Member

Appointed 2018

Deputy Circuit Judge. Retired Circuit Judge, 2007– 2017. Resident Judge, Harrow Crown Court 2013– 2017. Chairman of the Lord Chancellor's Advisory Committee on Justices of the Peace for the London West Area, 2011 to 2017. Called to the Bar 1969.

Pamela Attwell, BSc (Hons), MA, C Psychol

Psychologist Member

Appointed 2017

BPS Chartered & HCPC-registered Consultant Clinical Psychologist (NHS and prison settings). Specialised in working with offenders with personality disorders. Previously Clinical and Strategic Lead, Pathways Service (PIPE) HMP Swaleside and PERS HMP Standford Hill. Now working privately providing risk assessment to the Family Court, training and consultancy.

Nicola Auguste

Independent member

Appointed 2017

A probation background working as a main grade officer and as a VQ assessor for those training to become probation officers. Provides training and coaching to probation staff. Also worked as an Assistant Inspector with Her Majesty's Inspectorate of Probation.

Her Honour Pamela Badley*

Judicial Member

Appointed 2016

Retired Circuit Judge (2001–2016) with extensive experience of criminal cases, ticketed for murder and serious sexual offences.

Dr John Baird MD, FRCPsych

Psychiatrist Member

Appointed 2008, Tenure ended 2018

Retired Consultant Forensic Psychiatrist, Glasgow. Former Consultant Forensic Psychiatrist, State Hospital, Carstairs.

Dawn Baker MA, DipSW*

Independent Member

Appointed 2012; Reappointed 2018

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

Elina Baker BA (Hons), PgDip, Clin. Psy. D

Psychologist Member

Appointed 2017

HCPC registered clinical psychologist. Previously employed as principal clinical psychologist in Devon regional secure mental health services, in-patient and community complex psychosis pathway and prison in-reach mental health.

Richard Baldwin*

Independent Member

Appointed 2009

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

Pamela Baldwin*

Independent Member

Appointed 2010

Criminal Law Solicitor.

Claire Barker C. Psychol, AFPBPSS

Psychologist Member

Appointed 2017

BPS Chartered and HCPC-registered Forensic Psychologist with over 10 years' experience working with adult male violent and sexual offenders within Secure Psychiatric Services. Former experience of delivering and treatment managing programmes for HM Prison Service and of 4 years in private practice completing risk assessments as commissioned by NOMS.

Katy Barrow*

Independent Member

Appointed 2016

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

His Honour Anthony Bate*

Judicial Member

Appointed 2010

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

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

Psychologist Member

Appointed 2011

Chartered and Registered Forensic Psychologist. Senior Lecturer in Psychology at the University of Ulster. 1991–2015 Chief Psychologist and Head of Psychology and Interventions with the Northern Ireland Prison Service. Former Honorary Professor in Applied Psychology at Herriot Watt University, Edinburgh. Currently a Partner with the Health and Care Professions Council.

His Honour Judge Martin Beddoe*

Judicial Member

Appointed 2010

Circuit Judge sitting in crime (2007-to date); Tutor Judge, Judicial College (2007-to date); Standing Counsel to HMRC (2005–2007); Crown Court Recorder (2002–2007).

Eleni Belivanaki BSc (Hons), MSc, C. Psychol. (Forensic), AFBPsS, HCPC

Psychologist Member

Appointed 2011

Previously Consultant Forensic Psychologist, Bermuda Department of Corrections. SLAM & Oxleas NHS PD pathways Senior Psychologist, medium & low security and outpatient services. Head of Psychology Department, Partnerships in Care mental health services. Deputy Head of Psychology, HMP Pentonville. Mental Health Co-Ordinator, MSF Zimbabwe (Doctors without Borders). EMDR practitioner.

Kerrie Bell*

Independent Member

Appointed 2012

Barrister. Worked for the Crown Prosecution Service in London, Kent and the North East.

Jodi Berg OBE JP

Independent Member

Appointed 2012

Independent Complaint Reviewer for public bodies; NED Tenancy Deposit Scheme; Former Chair Administrative Justice Forum; Former Chair SE London Probation Service; Former Chair Ravensbourne NHS Trust; Fellow of the Chartered Institute of Arbitrators; Solicitor (non-practising).

His Honour John Bevan

Judicial Member

Appointed 2018, Resigned 2018

John was previously involved in cases of heavy crime from 1983 onwards at the Bar and on the Bench, with extensive experience of Terrorist (IRA) cases and murder. He was previously Senior Circuit Judge at the CCC.

Dr Luke Birmingham MD MRDPsych

Psychiatrist Member

Appointed 2016

Consultant Forensic Psychiatrist, Southern Health NHS Foundation Trust.

Dr Dawn Black MSc, MD, FRCPsych

Psychiatrist Member

Appointed 2006; Reappointed 2018

Consultant Psychiatrist, Medical Member, Mental Health Review Tribunal.

Linda Blud

Psychologist Member

Appointed 2017

Previous Parole Board appointments: 2004–2012 Chartered and Registered Forensic Psychologist. Serves as a Parole Commissioner in Northern Ireland. Previous member of MoJ Correctional Services Accreditation & Advisory Panel (2008–2016); Scottish Government Accreditation Panel (2006–2010); Principal Psychologist at HMP's Offending Behaviour Programmes Unit (1995–2001). Own forensic psychology service since 2001.

Nigel Bonson MA (Exon)

Independent Member

Appointed 2005, Tenure Ended 2018

Former Chief Inspector, Greater Manchester Police; specialising in partnership work and domestic violence. Has since worked for Government as advisor, trainer, and facilitator focusing on crime reduction,

drugs, guns, and gangs. Since 2013, also a Specialist Member of the Mental Health Review Tribunal.

His Honour Robert Brown

Judicial Member
Appointed 2008, Tenure Ended 2018
Retired Circuit Judge, Preston Crown Court (appointed 1988).

Graham Bull *

Independent Member
Appointed 2006, Reappointed 2017
Solicitor (non-practising). Former Corporate Director, North Norfolk District Council. Former Chair, Norfolk Probation Board.

His Honour Michael Burr

Judicial Member
Appointed 2008, Tenure ended 2018
Retired Judge. Circuit Judge, Swansea Crown Court.

Daniel Bunting*

Independent Member
Appointed 2016
Barrister (criminal and immigration law), Member of Audit and Risk Committee (OISC), Member of BSB Professional Conduct Committee, Associate Ombudsman (Financial Ombudsman Service)

His Honour Jeffrey Burke BA, QC

Judicial Member
Appointed 2008, Tenure ended 2018
Retired Circuit Judge. Former Judge for Employment Appeals Tribunal. Legal Member, Mental Health Review Tribunal.

Joanna Cain

Independent Member
Appointed 2017
15 years' experience as NPS Probation Officer (London/Dorset); including a PPCS secondment as Public Protection Advocate attending Parole Board hearings with victims/as SoS Representative. Community programmes team management, (Hampshire) and Sex Worker Risk Assessment Conference (SWRAC) Manager for Bournemouth Local Authority specialising in sexual violence, vulnerable victims, trafficking and prostitution.

Sir David Calvert-Smith

Judicial Member
Appointed 2017
Previous Parole Board appointments: 2012–2016
Chairman
Barrister 1969. Crown Court Recorder 1985–2005. QC 1997. DPP 1998–2003. High Court Judge 2005–2012.

Paul Cavadino*

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

Dr Robert Cawley, BEd (Hons), MA (Ed), NPQH, PhD.

Independent Member
Appointed 2016
After a career in education and management spanning 22 years, Rob now has a portfolio of roles and responsibilities in educational consultancy, regulation and standards, criminal justice, and in universities

Joanne Chambers

Independent Member
Appointed 2016
Formerly a solicitor specialising in criminal law (1996–2016). Tribunal Judge in Social Entitlement Chamber and Health and Social Care Chamber.

His Honour Roger Chapple

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

Dr Derek Chiswick MB, ChB, MPhil, FRCPsych

Psychiatrist Member
Appointed 2006, Tenure ended 2018
Retired Consultant Forensic Psychiatrist formerly at Royal Edinburgh Hospital. Former member of Home Office Advisory Board on Restricted Patients. Member Mental Health Tribunal Scotland. Now a Former Active Member as tenure came to an end in September 2018.

Jane Christian BA (Hons), MPH*

Independent Member

Appointed 2009

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

Ian Clewlow BA (Hons), MSW

Independent Member

Appointed 2007, Tenure ended 2018

Probation Service Senior Manager. Deputy Chief Executive of Devon and Cornwall Probation Trust until 2015. Certified Member of the Institute of Directors (IoD) from 2013. Former Active Member who's tenure expired September 2018.

His Honour Nick Coleman

Judicial Member

Appointed 2017

Retired Circuit Judge. Appointed as a Circuit Judge: November 1998 – Retired September 2015. Resident Judge: Peterborough Combined Court: 2000–2009. Judicial Member: Restricted Patients Panel – Mental Health Tribunal.

Peter Coltman BA (Hons), MA*

Independent Member

Appointed 2010

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

Andrea Cook OBE, BA (Hons), MA (Ed).

Independent Member

Appointed 2005, Tenure ended 2018

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

Rachel Cook

Independent Member

Appointed 2017

Rachel is a solicitor and previously specialised within family law; children in care and adoption. Rachel is now a consultant solicitor; an independent chair of an Adoption Panel; an independent chair for the Health and Care Professions Tribunal Service and an Associate for Research in Practice.

Dr Rosemarie Cope MB, ChB, FRC Psych

Psychiatrist Member

Appointed 2010, Tenure ended 2018

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

His Honour Graham Cottle*

Judicial Member

Appointed 2010 (Passed away)

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

Michelle Coulson LLB (Hons) LLM (Hons)

Independent Member

Appointed 2016

Practising solicitor with 14 years' experience in criminal defence and prison law.

Dr Paul Courtney MRC Psych

Psychiatrist Member

Appointed 2006, Tenure ended 2018

Consultant Psychiatrist, Hampshire Partnership NHS Trust.

His Honour Gareth Cowling

Judicial Member

Appointed 2007, Tenure ended 2018

Retired Circuit Judge. Circuit Judge at Portsmouth Crown Court (2004–2009).

Amy Coyte

Independent Member

Appointed 2017

Career in wildlife conservation. Former: Chair of Wildlife and Countryside Link, Director of the BBC Wildlife Fund, Chief Executive of the Bat Conservation Trust, Director of Communications for the Wildfowl and Wetlands Trust. Currently Trustee of the Gloucestershire Wildlife Trust advising on the Building with Nature Benchmark and Community Engagement.

Michael Crewe

Independent Member

Appointed 2010

Magistrate. Financial Ombudsman. Member of Medical Practitioners Tribunal Service Fitness to Practise Panel.

Geoff Crowe BSc (Hons), MSc*

Independent Member

Appointed 2010

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

Dr Andrew Dale BA (Hons) MA PhD.*

Independent Member

Appointed 2012

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

Dr Sue Dale*

Independent Member

Appointed 2007, Reappointed 2017

Member of the Upper Tribunal, Tax and Chancery Chamber. Member of the First-tier Tribunal, General Regulatory Chamber. Magistrate, Central London Local Justice Area.

Dr Lynne Daly MA MB BChir FRCPsych*

Psychiatrist Member

Appointed 2008; Reappointed 2016

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

Malcolm Davidson BA (Hons), BSc, MSc*

Independent Member

Appointed 2005, Reappointed 2017

Former Probation Officer with the National Probation Service; Lay Specialist Member with the Mental Health Tribunal Service.

Angharad Davies

Independent Member

Appointed 2017

Barrister, specialising in Chancery work (called 2000).

Sue Davies

Independent Member

Appointed 2005, Tenure ended 2018

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

Steffan Davies

Psychiatrist Member

Appointed 2018

Consultant Forensic Psychiatrist at Nottinghamshire Healthcare NHS Trust working in prison mental health. Co-chair of the Quality Network for Prison Mental Health Services and the Community Diversion and Prison Psychiatry Network.

His Honour Stephen Dawson

Judicial Member

Appointed 2016

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

Victoria Doughty*

Independent Member

Appointed 2010

Appointed as a Specialist Probation Member in August 2010. Appointed as an Independent Chair in September 2014. Qualifications/Experience: 2 BA Honours degrees in Criminology and Crime and Community Justice, 14 years' experience in the Probation Service and 9 years' experience sitting on the Parole Board; 5 of which as a Panel Chair.

Roland Doven MBE JP

Independent Member

Appointed 2012

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

Jo Dowling*

Independent Member

Appointed 2016

Former Probation Officer and Assistant Inspector with Her Majesty's Inspectorate of Probation.

His Honour John Dowse

Judicial Member

Appointed 2016

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

Jacki Duff

Independent Member

Appointed 2016

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

Margaret Dunne

Independent Member

Appointed 2010

A career in the Probation Service and a guardian ad litem (1975–2011). Retired as a Senior Probation Officer, Victim Liaison Unit manager for Hampshire and MAPPA Chair. A specialist in substance misuse for ten years. Founder member and chair of South Beds Women's Aid for 7 years.

Mark Earthrowl

Psychiatrist Member

Appointed 2018

Consultant Forensic Psychiatrist at the Norfolk and Suffolk NHS Foundation Trust. Previously a Consultant Forensic Psychiatrist and Clinical Head. Currently a member of the Canterbury District Health Board Registrar Training Committee.

Robert Edmondson-Jones MBE

Independent Member

Appointed 2016

Former Army Officer; Business Consultant; Delivery Director for Major IT Programmes and Senior Civil Servant (specialising in ICT; Cyber; Digital and Estates). Previously an Independent Committee Member of NHS Bedfordshire Community Health Services and Chair of HMP Leeds Independent Monitoring Board. A Benevolence Visitor for the Royal British Legion for 25 years.

Sir Stewart Eldon KCMG, OBE*

Independent Member

Appointed 2010

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

Annalise Elliot BA (Hons), MSc.

Independent Member

Appointed 2010

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

Christopher Emerson*

Independent Member

Appointed 2012

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

Hedd Emrys-Vine*

Independent Member

Appointed 2016

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

Melanie Essex

Independent Member

Appointed 2016

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

His Honour John Evans

Judicial Member

Appointed 2016

Retired Circuit Judge at Newcastle upon Tyne (2005–2015).

Kim Evans

Independent Member

Appointed 2006, Tenure ended 2018

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

Rick Evans

Independent Member

Appointed 2005, Tenure ended 2018

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

Sir Roderick Evans

Judicial Member

Appointed 2012

Barrister 1970–1992, Circuit Judge (1993–2001), High Court Judge (2001–2013).

Sandra Evans

Psychiatrist Member

Appointed 2018

Consultant general and old age psychiatrist and group analyst with twenty-five years' experience in City & Hackney. Expertise in mental health assessment, capacity, memory disorders and fitness to practice.

Stefan Fafinski LLB, MA (Cantab), PhD

Independent Member

Appointed 2017

Early career in technology industry. Co-author of several legal texts and former University lecturer in law. Consultant in technology and commercial law.

Victoria Farmer

Independent Member

Appointed 2016

Solicitor specialising in criminal law; former Compliance officer (Legal Practice). Chair on Medical Practitioner Tribunal Service. Legally Qualified Chair of Police Misconduct Hearings in South East.

Abby Fenton C Psychol

Psychologist Member

Appointed 2016

HCPC Registered Forensic Psychologist and BPS Chartered Psychologist. Clinical experience includes HM Prison Service and forensic mental health services (public and private sectors). Former Government Social Researcher at the MoJ. Currently practising in NHS.

Kay Fielding*

Independent Member

Appointed 2012

Probation officer, field/courts prisons management background; specialist in domestic abuse; child protection; educationally disabled; violent & sexual offenders. Previously NOMs ACO, Head of Probation Advisory Team & Post Release Policy – 2008 Criminal Justice Act, agreed Secretary of State releases; Parole Board Quality Unit (2010–12); & lead in terrorist case license conditions agreement. Parole Board & Probation training facilitator. Single Member, IPP, & Lifer Chair.

Sue Finn

Independent Member

Appointed 2010

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

Sian Flynn BA (SS) Hons, MSt*

Independent Member

Appointed 2005, Reappointed 2017

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

Paul French

Independent Member

Appointed 2017

Multi-faceted roles and experience within secure mental health settings: Independent Mental Health Advocate (2004–13), Specialist Member: Mental Health Review Tribunal (2012–present), Mental Health Act Manager (2016–present).

Chris Fry

Independent Member

Appointed 2017

Thirty years operational experience in the Probation Service as a Probation Officer and in Probation management; including ten years working in Accredited Programmes and specialising in working with domestic violence perpetrators. Currently a Selection Panel Member of the Judicial Appointments Commission.

Lucy Gampell OBE*

Independent Member

Appointed 2009

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

Paulene Gandhi

Independent Member

Appointed 2016

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

Philip Geering

Independent Member

Appointed 2012

Barrister. Previously Director Policy Crown Prosecution Service and Director Strategy & Communications, Independent Police Complaints Commission. Chair Professional Regulatory and Disciplinary Bodies.

Jane Gilbert

Psychologist Member

Appointed 2016

His Honour Alan Goldsack QC, DL*

Judicial Member

Appointed 2009

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

Kevin Green*

Independent Member

Appointed 2010

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

Anthony Greenland MA JP

Independent Member

Appointed 2005, Tenure ended 2018

Magistrate. Visiting professor at Middlesex University; Department of Health representative on Advisory Council on the Misuse of Drugs. Former policy adviser and Consultant; Director of Strategy for high-secure psychiatric hospitals; UK Representative on the management board of the European Union's Drug Misuse Monitoring Centre. Previous trustee of NCH Action for Children of the Foundation for People with Learning Disabilities and the Mental Health Foundation.

Ronno Griffiths*

Independent Member

Appointed 2009

Tribunal Member, Medical Practitioners Tribunal Service; Board member and Trustee professional arts organisations (safeguarding lead) involved

in community development, mental health and addictions; former peer reviewer Healthcare Inspectorate Wales; independent trainer, researcher, policy and practice adviser: substance use and sexual abuse fields.

His Honour Peter Grobel

Judicial Member

Appointed 2016

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

James Haines

Independent Member

Appointed 2006, Tenure ended 2018

Dr Roisin Hall C.Psychol, FBPsS

Psychologist Member

Appointed 2010

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

His Honour Simon Hammond*

Judicial Member

Appointed 2016

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

His Honour John Hand

Judicial Member

Appointed 2018

Retired Circuit Judge who sat at Snaresbrook Crown Court, the County Court at Central London and the EAT. Since retirement he has sat part time as a Deputy Circuit Judge.

Alan Harris*

Independent Member

Appointed 2006, Reappointed 2017

Solicitor (non-practising)

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

Psychologist Member

Appointed 2012

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

His Honour John Harrow*

Judicial Member

Appointed 2016

Solicitor (1969–1996). Tribunal Judge (1996–2003). Circuit Judge (2003–2016).

Peter Haynes

Independent Member

Appointed 2006, Tenure ended 2018

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

Kirsten Hearn

Independent Member

Appointed 2012

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

His Honour Judge Rod Henderson

Judicial Member

Appointed 2010, Tenure ended 2018

Circuit Judge (2009–to date). Barrister (1978–2009).

Andrew Henwood

Independent Member

Appointed 2012

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

Glyn Hibberd*

Independent Member

Appointed 2009

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

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

Psychologist Member

Appointed 2011

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

Philip Hindson

Independent Member

Appointed 2017

Solicitor-Advocate Criminal defence and Prosecution (Non-Practising).

Tribunal Judge, Mental Health Tribunal, Immigration and Asylum Chamber and Social Security and Child Support Tribunal (retired).

Gill Hirst BA (Hons), MA, CQSW

Independent Member

Appointed 2017

Ended 35-year career in probation services in 2015 as Deputy Chief Executive, Essex Community Rehabilitation Company. Fellow of the Probation Institute. Consultant (diversity specialist) with EW Group 2016–2018.

John Holt

Independent Member

Appointed 2010

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

His Honour Judge Stephen Holt

Judicial Member

Appointed 2010, Tenure ended 2018

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

Jo Homewood CPsychol, MSc, BA, AFBPsS

Psychologist Member

Appointed 2008, Tenure ended 2018

Registered and Chartered Clinical Forensic Psychologist with extensive applied experience of working in the Prison Service, Private Sector, NHS and Foreign and Commonwealth Office.

His Honour Mark Horton

Judicial Member

Appointed 2010, Tenure ended 2018

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

Jane Horwood QPM

Independent Member

Appointed 2010

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

Claire Hunt

Psychologist Member

Appointed 2011

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

Rebecca Hunt BA (Hons), MA Social Work*

Independent Member

Appointed 2010

Probation background in NE Yorkshire (1994–2008). NOMS research project into bespoke Probation Interventions for military personnel (2009/10). Managing Director: human resources, finance, marketing (2008 – present).

Dr Mike Isweran

Psychiatrist Member

Appointed 2010

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

Pat Johnson

Independent Member

Appointed 2007, Tenure ended 2018

Former Assistant Chief Officer, National Probation Service, Warwickshire Area.

Chris Jones

Psychiatrist Member

Appointed 2018

Consultant Forensic Psychiatrist, retired 2016

His Honour Judge Peter Jones

Judicial Member

Appointed 2018

Admitted as a Solicitor 1977. Member, Legal Aid Board 1992–1995. Stipendiary Magistrate (later District Judge (MC)) 1995–2001. Circuit Judge at Sheffield 2001–2017. Member, Sentencing Advisory Panel 1999–2005. Course Director for Judicial Family Law Training 2004–2011.

His Honour Judge Geoffrey Kamil CBE*

Judicial Member

Appointed 2010

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

Her Honour Judge Louise Kamill*

Judicial Member

Appointed 2010

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

Mary Kane

Independent Member

Appointed 2007, Tenure ended 2018

Solicitor. Fee paid Tribunal Judge, Health and Social Care chamber, Tribunal Service, (Mental Health); Legal Chair, GMC; Honorary Senior Lecturer in the UCL Faculty of Laws; facilitator and trainer, UCL Judicial Institute; facilitator, Judicial College Training; appraiser/mentor, Mental Health Tribunal; Family mediator.

Chitra Karve*

Independent Member

Appointed 2010

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

His Honour Roger Kaye, TD QC LLB FCI Arb FRSA

Judicial Member

Appointed 2018

Called to Bar (1970), QC (1989), Deputy High Court Judge (1990). Specialist Senior Circuit Judge NE 2005. Retired 2016. Acting High Court Commercial Judge BVI 2017. Enterprise Chambers 2017.

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

Psychiatrist Member

Appointed 2008, Tenure ended 2018

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

Sarah Khan

Psychologist Member

Appointed 2011

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

Her Honour Anne Kiernan

Judicial Member

Appointed 2018

Anne was a District Court Judge in Auckland New Zealand from 2002 to 2017. For seven years she was also a Panel Convenor for the New Zealand Parole Board.

Dr Nick Kosky

Psychiatrist Member

Appointed 2018

Consultant psychiatrist with 30 years' experience of clinical practice, 12 of these in prisons. He chaired the NICE guideline development group 'Mental Health of Adults in contact with the Criminal Justice System' and set up the prison psychiatry network at the Royal College of Psychiatrists.

Mark Lacey*

Independent Member

Appointed 2010

Retired Detective Superintendent with Northamptonshire Police.

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

Psychologist Member

Appointed 2010

Senior Practitioner Lecturer at Coventry University and independent practice. Nine years in NHS low secure service & community service, managing psychology service provision to mentally and personality disordered offenders. Former MAPPA Level 3 advisor; seven years in the prison service treatment managing; national trainer for CSCP; treatment manager for cognitive skills programmes.

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

Psychiatrist Member

Appointed 2006, Tenure ended 2018

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

Lisa Lamb BSc (Hons) MSc

Independent Member

Appointed 2017

Former Civil Servant with the Crown Prosecution Service (CPS). Also worked in private sector.

His Honour Anthony Lancaster

Judicial Member

Appointed 2018

Timothy Lawrence*

Independent Member

Appointed 2017

Solicitor (non-practising), Fee-paid Judge of the First-tier Tribunal (Immigration and Asylum Chamber).

Christine Lawrie

Independent Member

Appointed 2016

Chief Executive, Probation Association (2007–2011). Head of Delivery & Quality Unit, National Probation Directorate, Home Office (2005–2007). Chief Officer, Kent Probation (1999–2005). Currently an independent member of the Judicial Appointments Commission and a lay member of the Lord Chancellor's Advisory Subcommittee, North Hampshire.

His Honour Michael Lawson QC

Judicial Member

Appointed 2017

Retired Circuit Judge (2004–2016); Barrister 1969–2004; Recorder 1983–2004; Judge MHRT, Restricted Panel, to 2016. Leader South Eastern Circuit 1997–2000; Head of Chambers 1994–2001; Bar Council 1994–2000.

Vivienne Le Fort

Psychologist Member

Appointed 2018

Chartered clinical psychologist working in private practice. Specialist lay member Mental Health Review Tribunal. Previously senior manager HM Prison Service.

Heidi Leavesley*

Independent Member

Appointed 2009

Barrister. Justice of the Peace since 2003.

Dr Sharon K. C. Leicht

Psychologist Member

Appointed 2011

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

Senior Psychologist in health/mental health (hospitals and community), prisons, and military establishments.

Susan Lewis MBA, BA (Hons), DipSW*

Independent Member

Appointed 2010

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

Dr Victoria Magrath BSc (Hons), ClinPsyD

Psychologist Member

Appointed 2016

HCPC Registered Clinical Psychologist. Consultant Clinical Psychologist in Acute Psychiatric Services, West London NHS Trust.

Lindy Maslin

Psychologist Member

Appointed 2017

Chartered and Registered Forensic Psychologist and accredited CBT Therapist, Previous Prison Service roles include: Head of Psychology at HMP The Mount, Head of Psychology for the London Prisons, Principal Psychologist working with extremist offenders, National Head of Interventions for Violent Offenders, Alongside Parole Board work, I am a cognitive-behavioural and couples therapist.

Bill Mayne*

Independent Member

Appointed 2007, Reappointed 2017

Non-practising solicitor. Former partner, Leigh Day & Co, London.

Bryan McAlley QGJM, BSc (Hons), CQSW

Independent Member

Appointed 2010

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

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

Independent member

Appointed 2009

Medical Practitioners' Tribunal Service Interim Orders Tribunal member; Lay Assessor for NHS National Clinical Assessment Service. Former NED and Chair at Buckinghamshire Healthcare NHS Trust, and former management and communications consultant.

Siobhan McBride

Independent Member

Appointed 2017

Financial Ombudsman. Former Senior Probation Officer and Policy Adviser in Offender Management Strategy Unit at MoJ.

His Honour Alistair McCreath

Judicial Member

Appointed 2018

1986 Assistant Recorder, later Recorder, 1996 Circuit Judge, 2009 Judicial Member Sentencing Council, 2011 Senior Circuit Judge, Resident Judge Southwark Crown Court 2017 Retired; appointed as Deputy Circuit Judge.

Fran McGrath

Independent Member

Appointed 2017

Senior Probation Officer (IM) MCGM CRC, with pre & post TR experience in many roles including domestic violence, organised crime, substance misuse and Courts.

Dr Tim McInerney

Psychiatrist Member

Appointed 2017

Consultant Forensic Psychiatrist since 2007 at Bethlem Royal Hospital. Wide medical-legal experience; provided over 500 expert psychiatric reports to multiple legal avenues. Lectures on forensic issues to medical students & legal staff. Fellow and Honorary Bencher of Grays Inn. Medical member of Mental Health Tribunals. Visiting psychiatrist to the Falkland Islands for 16 years. Consultant Forensic Psychiatrist at Broadmoor Hospital 1999–2007.

Stephanie McIntosh

Independent Member

Appointed 2013

Full time member. Director of Member Development and Practice.

His Honour Bruce McIntyre*

Judicial Member

Appointed 2010

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

Robert McKeon*

Independent Member

Appointed 2012

Managing Director. Experienced in working in the UK and Australia. Specialising in troubleshooting, business recovery and media awareness. Former BBC journalist. Magistrate. Tribunal, Member, Medical Practitioners Tribunal Service. Management Committee Member, The Parole Board.

Professor Mary McMurran PhD

Psychologist Member

Appointed 2016

Fellow of the British Psychological Society and Chartered Forensic and Clinical Psychologist.

Registered Clinical and Forensic Psychologist with the Health Care Professions Council. Professor Emeritus at the University of Nottingham and Visiting Professor at Cardiff Metropolitan University.

Melanie Millar BA (Hons), MSc, MSW JP

Independent Member

Appointed 2007, Tenure ended 2018

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

Gillian Mezey

Psychiatrist Member

Appointed 2018

Currently a Professor of Forensic Psychiatry. Was previously a Consultant and Reader (latterly Professor) of Forensic Psychiatry based at Springfield and St Georges University Hospital in South London. Currently sits on AAC panels and on the Trust's R and D committee.

Tom Millest*

Independent Member

Appointed 2010

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

His Honour Clive Million*

Judicial Member

Appointed 2010

Retired Circuit Judge (2009–2016). Recorder (1995–2009). District Judge of Principal Registry Family Division, High Court (1993–2009). Barrister (1975–1993).

Dr Rebecca Milner, PhD, C.Psychol., AFBPS

Psychologist Member

Appointed 2016

BPS Chartered and HCPC Registered Forensic Psychologist. Consultant Forensic Psychologist.

Andrew Mimmack

Independent Member

Appointed 2006, Tenure ended 2018

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

Clare Mitchell*

Independent Member

Appointed 2005, Reappointed 2017

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

His Honour Tony Mitchell*

Judicial Member

Appointed 2010

Retired Circuit Judge.

Elaine Moloney

Independent Member

Appointed 2016

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

Her Honour Judge Anne Molyneux

Judicial Member

Appointed 2010, Resigned 2019

Previous Parole Board appointments: 2003–2007
Circuit Judge and designated community relations and diversity Judge at the Central Criminal Court. Formerly a partner in an international law firm. Became a solicitor in 1983 and a Recorder in 2000. Review Committee Chair (2015–2019).

Caryl Morgan MBBS, MRCPsych, MRCGP, DCH, PGDL/CPE.*

Psychiatrist Member

Appointed 2007; Reappointed 2016

Retired Consultant Psychiatrist in Forensic Learning Disabilities.

Wendy Morgan BSc (Hons), MSc, CPsychol, AFBPS

Psychologist Member

Appointed 2016

Forensic Psychologist and Senior Lecturer at Glasgow Caledonian University.

Lorraine Mosson-Jones*

Psychologist Member

Appointed 2011

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

Steve Murphy CBE

Independent Member

Appointed 2010

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

Dr Kevin Murray, FRCPsych

Psychiatrist Member

Appointed 2018

Consultant Forensic Psychiatrist, West London NHS Trust 1993 – present, Visiting Consultant Forensic Psychiatrist HMP Wormwood Scrubs 1993–2001, Clinical Director, Broadmoor Hospital 2001–2014.

Dr Sajid Muzaffar MBBS, LLM, MRCPsych

Psychiatrist Member

Appointed 2017

Consultant Forensic psychiatrist with special interest in substance use and criminal Justice Liaison. MAPPA lead for Birmingham and Solihull Mental Health NHS Foundation Trust. Provides expert psychiatric opinions to criminal courts.

David Mylan BSc, LLM*

Independent Member

Appointed 2009

Solicitor (non-practising).

Celeste Myrie*

Independent Member

Appointed 2009

Probation, Health & Care Professions Council lay panel member.

Kate Nickels

Independent Member

Appointed 2018

Probation Officer for 20 years with experience of a range of specialisms including substance misuse, prolific offending, delivery and management of accredited programmes, and working with high risk sexual and violent offenders in custody and the community. She was seconded to NOMS for two years working as a Secretary of State's Representative and latterly has been a Senior Probation Officer managing trainee Probation Officers.

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

Psychiatrist Member

Appointed 2008, Reappointed 2018

Dr O'Grady was first appointed to the Parole Board in 2008 and was re-appointed as a psychiatrist member in 2018. Dr O'Grady has held NHS Consultant appointments in both forensic and general psychiatry including clinical appointments in prison. He has contributed, through appointment to national reviews, to prison healthcare policy, published widely on aspects of forensic psychiatry and for four years held the position of chair of the Forensic Faculty, Royal College of Psychiatrists.

Dr Brendan O'Mahony CPsychol, CSci, AFBPsS

Psychologist Member

Appointed 2016

HCPC Registered Forensic Psychologist and Chartered Psychologist. Visiting Fellow at the Institute of Criminal Justice Studies, University of Portsmouth. Registered Intermediary at the MoJ. Committee Member of the British Psychological Society's Expert Witness Advisory Group. HCPC Partner for Fitness to Practise Panels.

Lynn O'Malley

Independent Member

Appointed 2017

Solicitor, Tribunal Judge and Chair of General Dental Council Fitness to Practice Panel.

His Honour Richard O'Rorke*

Judicial Member

Appointed 2010

Circuit Judge retired (1994–2010). Legal member of MHRT Restricted Patients Panel (2009–2014).

His Honour James Orrell

Judicial Member

Appointed 2018

James previously set up and chaired multi professional safeguarding commission for Ampleforth College following disclosure of historic sexual abuse. He was previously Designated Family Judge, Derby (area includes Derbyshire and south-East Staffordshire). He is currently chair of the management committee of the Derby Contact Centre.

Janet Parrott

Psychiatrist Member

Appointed 2018

Janet is a Consultant Forensic Psychiatrist with wide experience in the care of mentally abnormal offenders in medium secure, prison and community settings. Medical Member, First Tier Tribunal (Mental Health).

Kim Parsons LLM

Independent Member

Appointed 2018

Solicitor. Ombudsman, Financial Ombudsman Service. Legal Chair, Medical Practitioners Tribunal Service. Standards Panellist, Independent Press Standards Organisation. Former Adjudicator/Chair, Solicitors Regulation Authority. Former Director at the pensions regulator and the Pensions Ombudsman's Office.

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

Psychiatrist Member

Appointed 2010, Tenure ended 2018

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

Douglas Paxton BA QPM*

Independent Member

Appointed 2016

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

Libby Payne

Psychologist Member

Appointed 2017

HCPC Registered and BPS Chartered Forensic Psychologist. Senior Lecturer in Forensic Psychology at Cardiff Metropolitan University. Specialist member of the Criminal Injuries Compensation Tribunal (First Tier Tribunal). Formerly Senior Forensic Psychologist within private and public prisons and secure independent hospitals.

Alison Pearson

Independent Member

Appointed 2016

Operations Director at Royal Mail (2009–2014). Member IMB HMP YOI Wetherby (2015–2017). Vice Chair and Senior Independent Director Rotherham, Doncaster and South Humber NHS Foundation Trust (2014-to date). Chair Mental Health Act Hospital Manager Reviews (2015 to date). Vice Chair Two Ridings Community Foundation (2015 to date).

Steve Pepper MA, BA (Hons)*

Independent Member

Appointed 2010

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

Cedric Pierce JP

Independent Member

Appointed 2005, Tenure ended 2018

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

Jenny Portway*

Independent Member

Appointed 2010

Previously Senior Prosecutor with CPS and Senior Policy Advisor in relation to victim and witness care. Currently Commissioner with the Criminal Cases Review Commission; Lay Associate Member, Fitness to Practise Tribunal, Medical Practitioners Tribunal Service; Specialist Member, Criminal Injuries Compensation Appeals Tribunal and Lay Member, Police Misconduct Panels.

Bernard Postles QPM, BSc (Hons)*

Independent Member

Appointed 2010

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

Helen Potts BA Hons (Durham)/LLM (Cardiff)

Independent Member

Appointed 2017

A solicitor by background, Helen headed the Law Society's work in the Far East for 6 years before developing a portfolio of quasi-judicial roles with healthcare regulatory and other organisations.

Sue Power MSt (Cantab)*

Independent Member

Appointed 2010

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

Wendy Poynton BA (Hons), MA, CQSW, MSc

Independent Member

Appointed 2016

Former career as a Probation Officer/Senior Probation Officer. Head of Youth Offending Service, Assistant Director (Children's and Adults' Social Care), Vice-Chair Safeguarding Children's Board and Safeguarding Adults' Board.

Caroline Preston CPsychol CSci AFBPsS

Psychologist Member

Appointed 2011

Chartered Psychologist, Registered Clinical and Forensic Psychologist, Psychotherapist and Gender Specialist. Previously employed as Principal Psychologist and Head of Unit for HMPS, Senior Psychologist for Scottish Prison Service, Gender Specialist/Psychologist for Tyne and Wear NHS Trust and Clinical Teacher for University of Newcastle.

Margaret Prythergch BA (Hons), M.Phil

Independent Member

Appointed 2016

Former Civil Servant at Cabinet Office & Department for Culture, Media, and Sport. Assessor, Trainer, and Quality Assurance Coordinator for the Civil Service Fast Stream Programme & assessor for the Financial Conduct Authority. Panel Member of the Judicial Appointments Commission. Member of the West London Advisory Committee on Justices of the Peace.

Emma Pusill BA (Hons)

Independent Member

Appointed 2006, Tenure ended 2018

Specialist lay member of Health and Social Care Chamber of the Tribunal Service, (Mental Health). Former trust Member, Avon & Somerset Probation Trust.

Elizabeth Rantzen

Independent Member

Appointed 2016

Trustee, Prison Reform Trust. Non-Executive Director, West London Mental Health Trust and Moat Housing. Former Director J Paul Getty Junior Charitable Trust (2007–2015) and 2 Temple Gardens (Barristers Chambers, 1999–2004) and former lay member Employment Tribunal (2005–2016).

Alan Rayner BSc, MBA, JP

Independent Member

Appointed 2006, Tenure ended 2018

Retired Assistant Area Commander (Operations) Fire Service. Magistrate, Ex-Non-Executive Board Member, Probation Service. Former panel hearing chair for the Nursing and Midwifery Council.

Colin Reeve, JP

Independent Member

Appointed 2010

Formerly a Civil Servant for more than 20 years. Served as a Magistrate for more than 25 years.

His Honour David Richardson

Judicial Member

Appointed 2018

Retired Circuit Judge in London (2000–2018) sitting in crime half time and as a Judge of the Employment Appeal Tribunal half time.

His Honour Jeremy Roberts QC*

Judicial Member

Appointed 2010

Retired Judge at Central Criminal Court (2000–2011)
Queen's Counsel since 1982. Member of the Press
Complaints Commission (2011–2012).

Jon Roberts MA, BSc ECON

Independent Member

Appointed 2007, Tenure ended 2018

Judge of Court of Protection and First-tier Tribunal
Judge (Social Entitlement Chamber). Solicitor (non-
practising).

His Honour Patrick Edward Robertshaw*

Judicial Member

Appointed 2010

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

Jennifer Rogers

Independent Member

Appointed 2010

Specialist member on Mental Health Tribunal (1994–to
date). Member of Police Complaints Authority (2001–
2003). Mental Health Act Commissioner (1992–2001).
Chair of Health and Care Professions Council Fitness to
Practise Panels (2012–to date).

Rachel Roper

Psychologist Member

Appointed 2017

HCPC Registered, Chartered Forensic Psychologist
and affiliate member of the BPS. Currently practising
independently as a Consultant Psychologist. Formerly
Head of Psychology HMP Edinburgh and Principal
Psychologist for the Scottish Prison Service. Current
Lead Assessor for the BPS Forensic Psychology
Qualification. Accredited Assessor with the Risk
Management Authority in Scotland.

Sally Rowen LLB (Hons), MSc

Independent Member

Appointed 2010

Attorney at law, specialising in death penalty defence.
Case Review Manager at the Criminal Cases Review
Commission (2004–2009), and previously Legal
Director at Reprieve, a human rights charity.

Dr Georgina Rowse BSc (Hons). DClinPsy.

Psychologist Member

Appointed 2017

HCPC Registered Clinical Psychologist and Senior
Lecturer in Clinical Psychology at The University of
Sheffield. Previously Consultant Clinical Psychologist
and Service Development Lead for Personality
Disorder Services, and Senior Clinical Psychologist in
Early Intervention for Psychosis services in Sheffield
Health and Social Care NHS Foundation Trust.

His Honour John Rubery*

Judicial Member

Appointed 2010

Retired Circuit Judge. County Court and District
Registrar, District Judge (1978–1985); Circuit Judge
(1985–2010); Designated Civil Judge (1999–2010);
Judge at St Helena Court of Appeal Falkland Islands;
British Indian Ocean Territory; Part time Chairman
Immigration. Appeal Tribunal and Part time Chairman
Mental Health Tribunal [now retired from both
Tribunals]; Solicitor (1963–1978).

His Honour Anthony Rumbelow*

Judicial Member

Appointed 2010

B.A. Cambridge 1966, called to the Bar 1967, Queen's
Counsel 1990, Circuit Judge in Manchester and
Lancashire 2012 (mainly sexual crime and family
work), Senior Family Judge for Northamptonshire.
Member Parole Board since 2010, chair and winger.
Part-time chair of Medical Appeal Tribunals for 20
years and of Mental Health Tribunal for 15 years.

His Honour Erik Salomonsen

Judicial Member

Appointed 2018

Retired Circuit Judge. Based at Birmingham and
Exeter Crown Courts 2008 to 2018. Solicitor in private
practice 1975 to 2008.

Jayne Salt

Independent Member

Appointed 2017

Solicitor, previously worked in private practice and
for the Crown Prosecution Service, West Midlands.
Legal chair, legal assessor and panel member on
professional regulatory and disciplinary bodies;
Deputy Traffic Commissioner for the North West;
General Pharmaceutical Council member.

Karol Sanderson

Independent Member

Appointed 2016

Previously Director of Enforcement in Insolvency Service (Department of Business), specialising in investigation of company failure; Former Member of Greater Manchester Police Authority (2011–2012); Currently Member of Judicial Conduct Panel and Vice Chair of Lancashire Police Audit & Ethics Committee.

Lisa Sanderson

Independent Member

Appointed 2016

Barrister (non-practising). Practised as a Commercial Barrister. Also worked in corporate finance.

Kate Saward

Psychologist Member

Appointed 2011

Chartered and Registered Forensic Psychologist. Previous Clinical Lead (Assessments & Interventions) NOMS Cymru. Clinical Lead Wales Offender Personality Disorder Pathway. Consultancy services to Family Court. Therapeutic interventions for trauma.

Victoria Scott

Independent Member

Appointed 2016

Family Bench Magistrate and Family Mediator. Previously worked in the UK Parliament for UNICEF, RADAR, and the All Party Disablement Group.

Alex Simmonds

Independent Member

Appointed 2016, Resigned 2018

Criminal Barrister, Crown Court Recorder (Crime), Deputy District Judge (Magistrates Court), First Tier Tribunal Judge in the Social Entitlement Chamber, and Immigration and Asylum Chamber.

Alice Sims MA (Cantab).

Independent member

Appointed 2017

Barrister specialising in construction law. Tribunal Judge in the Social Entitlement Chamber and Deputy Judge of the Upper Administrative Appeals Tribunal and Tribunal Judge in the Mental Health Review Tribunal. Legally Qualified Chair of Police Misconduct Hearings.

Rebecca Sims

Independent Member

Appointed 2017

Former Probation Officer. Experience of working with violent and sexual offenders within community and custodial settings. Seconded for 7 years to a specialist Therapeutic Community.

His Honour Edward Slinger*

Judicial Member

Appointed 2009

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

Alyson Smith

Psychologist Member

Appointed 2017, Resigned 2018

Dr Claire Smith

Psychologist Member

Appointed 2017

HCPC Registered Clinical Psychologist, working with offenders in hospital, Court and prison environments since 2000.

Robert Smith*

Independent Member

Appointed 2017

Barrister and former solicitor. Current practice involves heavyweight criminal cases including homicide, serious sexual offences, serious violence and large-scale drugs offences. CPS advocate panel member.

Sue Smith*

Independent Member

Appointed 2005, Reappointed 2017

Former journalist and communications director. Independent complaints investigator, Social Care.

Aikta-Reena Solanki*

Independent Member

Appointed 2012

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

His Honour Leslie Spittle*

Judicial Member
Appointed 2010
Retired Circuit Judge (1996–2010). Barrister (1970–1996). Senior Lecturer in Law, Economics, and Accountancy (1965–1970).

Dr Huw Stone

Psychiatrist Member
Appointed 2016
Part-time Consultant Forensic Psychiatrist, Surrey Community Forensic Service. Chair of the Royal College of Psychiatrists' Patient Safety Expert Reference Group and the Independent Clinical Advisor to the National Oversight Group for High Secure Mental Health Services.

Nigel Stone

Independent Member
Appointed 2010
Former University Teacher in Criminology and Criminal Justice. A former probation officer. Has been involved with parole work since 1997.

Helena Suffield-Thompson

Independent Member
Appointed 2016, Resigned 2018
Criminal Law Solicitor (1994–2013). Social Entitlement Judge (2013-to date). Immigration Judge (2014-present to date).

Jennie Sugden*

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

Carol Swaffer LLB

Independent Member
Appointed 2005, Tenure ended 2018
Solicitor (non-practising). Specialist in competition Law, advising in both in private practice and the public sector. Specialist lay member of the Mental Health Tribunal.

Dr Amanda Taylor

Psychiatrist Member
Appointed 2018
Consultant Forensic Psychiatrist and Head of School of Psychiatry, HEE Wessex.

Kay Taylor

Independent Member
Appointed 2017
Called as a barrister in 1998, initially developed a criminal practice before joining the Government Legal Service in 2004, where she is now employed as a Deputy Legal Director.

Kay Terry BSc MSc*

Independent Member
Appointed 2010
Previous Parole Board appointments: 2002–2009
Former Social Policy Researcher and Academic Author, University of Bath. Former Victim Support and Witness Service Consultant. Former Board Member, Wiltshire Probation Service.

Ilana Tessler*

Independent Member
Appointed 2005, Reappointed 2017
Chair of Practise Committees, Nursing and Midwifery Council; Chair of Fitness to Practise Panels, General Dental Council.

Julia Thackray

Independent Member
Appointed 2017
Family mediator. Family law solicitor (non-practising) specialising in financial settlements on divorce and children work. Trainer in continuing professional development for lawyers and legal author.

His Honour Patrick Thomas

Judicial Member
Appointed 2018
Barrister practicing in crime 1973–2008. Circuit Judge 2008–2018.

Jo Thompson*

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

Rose Thompson MA, LLM, LPC, RGN

Independent Member

Appointed 2010

Former Lawyer for the Crown Prosecution Service leading on Hate Crime, Elder Abuse and Mental Health across the CPS in the West Midlands. Lead tutor on Mental Health Law and Learning Disability for the CPS.

Jane Thomson MAEd, BEd (Hons), ChMCIPD*

Independent Member

Appointed 2012

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

His Honour Michael Topolski

Judicial Member

Appointed 2018

Previously sat at Woolwich County Court and was a tutor judge for the Judicial College, assisting in the preparing of course materials and acting as a seminar leader on a number of courses. He continues to be involved in the serious crime course for which he redrafts guidance on sentencing in homicide cases. He has prepared and delivered lectures, seminars and courses in Africa, the United States, Central America and in several European countries, including on one occasion to the Justice Ministers of the European Union.

Carol Trimmer

Independent Member

Appointed 2017

Former solicitor (1979–1993), Barrister (1993–2018) specialising in child protection work. Independent training provider for Health and Children's Services.

Helen Trinder

Psychologist Member

Appointed 2010

Chartered Psychologist and Forensic Psychologist. 12 years' experience in HM Prison Service working at Littlehey, Wellingborough, and Woodhill prisons. Associate lecturer at the University of Northampton.

Cleo Van Velsen

Psychiatrist Member

Appointed 2018

Previously the responsible Clinician in Millfield's Forensic Personality Disorder Unit and has been involved in the preparation of reports for the Criminal, Family and Civil Courts. A former Member of the British Institute of Psychoanalysis, she is currently a Member of the Expert Reference Group on Factitious and Induced Illness at the Royal College of Psychiatrists.

Sue Vivian-Byrne

Psychologist Member

Appointed 2016

Registered Clinical and Forensic Psychologist and Systemic Psychotherapist. Independent Consultant providing reports for criminal and childcare proceedings. Former head of the South Wales Forensic Psychology service for 14 years. Experience of working in Private Secure Mental Health services and providing consultation to the Probation Service Personality Disorder Pathway.

Aruna Walsh BA (Hons) and Diploma in Marketing.

Independent Member

Appointed 2009

Formerly a Senior Manager within Marketing, Operations and Sales for Littlewoods Shop Direct Group and a Non-Executive Board Director and Trustee for a community-based charity specialising in employment, advice, youth, mediation and mental health issues.

Bill Warren MBE

Independent Member

Appointed 2016

Former Army Officer, retiring as a Brigadier, having commanded the Military Police Brigade. In addition to his membership of the Board, he chairs Salisbury Cathedral's Independent Safeguarding Advisory Group.

His Honour Philip Wassall

Judicial Member

Appointed 2017

Parole Board Judicial Member 2008–2012 and 2017 onwards. Solicitor 1979–1994; Stipendiary Magistrate for Devonshire 1994–2001; Judicial Studies Board – Course Director, Course Tutor 1996–2016; Circuit Judge 2004–2017.

David Watson*

Independent Member

Appointed 2012

A former Prison Governor, on leaving HM Prison Service, David worked in the private sector in the fields of criminal and social justice. More recently, he has worked for a crime reduction charity in the fields of offender management and substance misuse.

Sarah Wells

Independent Member

Appointed 2016

Solicitor (non-practising), practised as a Civil and Commercial Solicitor before joining the Civil Service in 1997 (HM Revenue and Customs, Treasury and Cabinet Office). Joint Chair of Governors of inner London secondary school.

Jeremy Weston QC

Independent Member

Appointed 2016

Barrister (Queen's Counsel) practising in Family Law. Head of Chambers, St. Ives Chambers, Birmingham (2015-to date). Queens Counsel Member of the BTAS (Bar Tribunals and Adjudication Service) Disciplinary Pool.

Alan Whiffin*

Independent Member

Appointed 2010

Formerly Chief Probation Officer, Bucks and Oxfordshire.

Denise White

Independent Member

Appointed 2006, Tenure ended 2018

Retired Chief Executive of Derbyshire Probation Trust December 2011. Retired Chief Executive of Derbyshire Probation Trust December 2011.

His Honour Graham White*

Judicial Member

Appointed 2010

Chair Health and Accountancy Disciplinary Committees. Circuit Judge (2007–2012.) Recorder (1996). Assistant Recorder (1992). Deputy District Judge (1979). Former Law Society Council Member and Criminal Law Committee Chair. Solicitor from 1965.

Bernadette Wilkinson*

Independent Member

Appointed 2012

Former Probation Officer in the West Midlands. Independent trainer and consultant in Criminal Justice.

Cassie Williams

Independent Member

Appointed 2016

Barrister, called to the Bar in 2002. Particular specialism in Fire Safety Law. Member of Examinations team for the Bar Standards Board with roles as an external examiner and Civil Litigation paper scrutiniser. Appointed by the Secretary of State for Education to Chair employer panel for Legal T level Qualification.

Sarah Wilson

Independent Member

Appointed 2005, Tenure ended 2018

Trustee, NCPCC. Former Lecturer, University of Leeds. Former Independent member, West Yorkshire Police Authority. Former Non-Executive Director, Leeds Hospital Trust.

His Honour Scott Wolstenholme*

Judicial Member

Appointed 2010

Retired Circuit Judge (1995–2013). Chairman, Industrial Tribunals (1992–1995). Barrister (1971–1992).

6. Glossary



APL	Association of Prison Lawyers	LASPO	Legal Aid Sentencing and Punishment of Offenders Act 2012
AWDL	Average number of Working Days Lost	MCA	Member Case Assessment
C&AG	Comptroller and Auditor General	MoJ	Ministry of Justice
CJC	Criminal Justice and Courts Act 2015	NAO	National Audit Office
ECHR	European Convention on Human Rights	NDPB	Non-Departmental Public Body
EDAG	Equality and Diversity Advisory Group	NPS	National Probation Service
EEG	Employee Engagement Group	ORA	Offender Rehabilitation Act 2014
FOI	Freedom of Information	OASys	Offender Assessment System
FReM	HM Treasury's Financial Reporting Manual	PPCS	Public Protection Casework Section
GPS	Global Positioning System (tagging)	PPUD	Public Protection User Database
HMIP	Her Majesty's Inspectorate of Prisons	RADAR	Review of the Approach to Decision-making about Risk
HMP	Her Majesty's Prison	SSJ	Secretary of State for Justice
HMPPS	Her Majesty's Prison and Probation Service	VLO	Victim Liaison Officer
IPP	Imprisonment for Public Protection	VPS	Victim Personal Statement
JR	Judicial Review		

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