A detailed oil painting of the Clifton Suspension Bridge in Bristol, England. The bridge spans a deep, lush green valley with a river winding through it. The sky is filled with soft, textured clouds in shades of blue and grey. The bridge's stone towers and suspension cables are rendered with fine detail. The overall style is impressionistic and atmospheric.

the
Parole
Board

working with others
to protect the public

Parole Board for England and Wales Annual Report & Accounts 2019/20

Parole Board for England and Wales

Annual Report and Accounts 2019/20

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 Robert Buckland QC MP
Lord Chancellor and Secretary of State for Justice
Ministry of Justice
102 Petty France
London, SW1H 9AJ

21 July 2020

Dear Justice Secretary

I have pleasure in presenting to you the Parole Board's Annual Report and Accounts for 2019/20.

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 2019/20 the Parole Board focused on improving the way that it manages Terrorism Act ('TACT') prisoners through the parole process and implementing our new Rules, including introducing a new reconsideration mechanism.

2019/20 has been a year of significant achievements for the Parole Board. Despite the disruption to hearings caused by Coronavirus which started in March 2020, we held 8,264 oral hearings, a new record, and held a highly successful recruitment campaign with a focus on increasing the ethnic diversity of our membership.

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

Yours sincerely

Caroline Corby

Parole Board Chair



Contents

1. Chair & CEO's Joint Foreword	10
2. Performance Report:	12
a. Overview	13
i. About the Parole Board	13
ii. Strategic Risk Management	13
b. Performance Analysis	14
i. Going Concern	14
ii. Financial Review	14
iii. How we Performed	14
iv. Parole process and performance	22
v. Sustainable Development	26
3. Accountability Report which includes:	27
a. Corporate Governance Report	28
i. Chief Executive's Report	28
1. Background and Statutory Framework	28
2. Mission Statement	28
3. Principle Activities	28
4. Basis for Preparing the Accounts	29
5. Funding	29
6. Unit Costs	29
7. Audit	29
ii. Governance Statement	30
iii. Statement of Accounting Officer Responsibilities	39
b. Remuneration and Staff Report	41
c. Parliamentary Accountability and Audit Report	50
d. The Certificate and Report of the Comptroller and Auditor General	51
4. Financial Statements	54
5. Membership	69
6. Glossary	80

Artwork contained in the Annual Report and Accounts

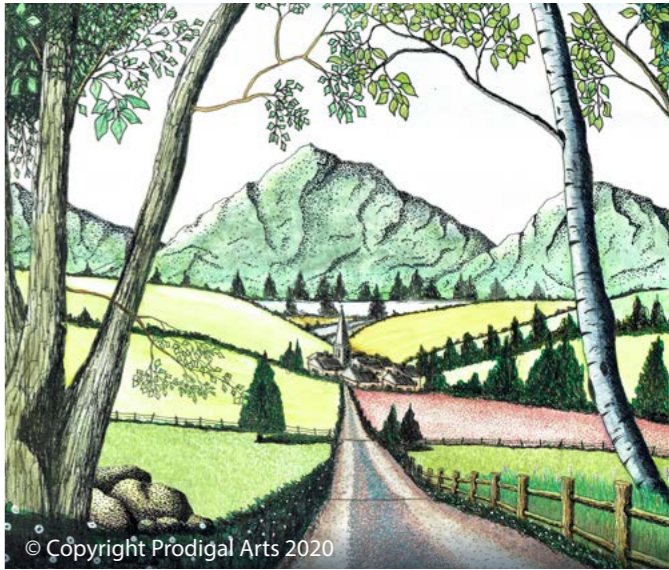
The prisoner artwork contained within this year's report are courtesy of various different prisoner art organisations.

www.prodigalarts.org

www.novus.ac.uk

www.koestlerarts.org.uk

The Parole Board would like to thank the Koestler Arts, Novus & Prodigal Arts for allowing it to display the artwork.



1. Chair & CEO Joint Foreword

The Parole Board's primary focus is protection of the public.

In 2019/20 the Parole Board made 13,912 final decisions and directed a further 6,795 to an oral hearing. This represented a record number of hearings and 3,157 prisoners were released. Whilst the Parole Board consistently progressed significant numbers of prisoners, only one in four prisoners met the Parole Board's stringent requirements for release. During 2019/20, 1% of prisoners previously released or progressed to open conditions by the Parole Board were charged with a Serious Further Offence. This percentage is below other parole jurisdictions around the world, however each case is of concern and thoroughly reviewed internally.

Following the terrorist attacks in London in November 2019 and February 2020, the Lord Chancellor announced that in future all Terrorism Act ('TACT') prisoners with a determinate sentence will be referred to the Parole Board at the two thirds point of their sentence. This change was welcomed, as the Parole Board is well placed to make a robust, fair and independent assessment of risk in those cases. The new law came into effect on 27 February 2020 and will roughly double the number of TACT prisoners referred to the Parole Board each year to around 50. In response to these changes the Parole Board has taken a number of steps to further improve the way that these sensitive cases are handled, including an end-to-end policy bringing all the strands of work on TACT cases into one place, and strengthening communication with the police and security services.

2019/20 has been a year of significant achievements for the Parole Board. Despite the Coronavirus impacting in the last quarter, 8,264 oral hearings were held over the year, a new record. A new reconsideration mechanism was also introduced, and over 1,739 summaries of decisions were provided to victims. In line with the findings of the Lammy Review, the Parole Board undertook a highly successful recruitment campaign with a focus on increasing the ethnic diversity of the membership.

In July 2019 new Parole Board Rules came into effect, giving the Parole Board greater responsibilities for the dossier. The Parole Board is also continuing its journey to become more open by publishing its decision-making framework, member guidance and all reconsideration decisions.

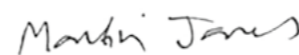
In February 2019, the Lord Chancellor announced a Tailored Review of the Parole Board. The Parole Board has welcomed this process and looks forward to implementing the recommendations in 2020/21.

As the financial year drew to a close on 23 March 2020 the spread of the Coronavirus meant that all face to face parole hearings had to be paused with immediate effect to minimise the spread of the virus and safeguard the health of participants. To minimise the impact of this, the Parole Board is doing all it can to progress cases via reviews on the papers and through remote telephone or video hearings.

Finally, the Parole Board would like to thank all staff and members for their hard work over the last year. They should all take great pride in the diligence with which they undertake our sensitive work. The work of the Parole Board is often challenging, however it is essential to ensuring that those prisoners who can be safely released are allowed the opportunity to lead pro-social lives, but that those who are too dangerous continue to be lawfully detained in custody.



Caroline Corby, Chair



Martin Jones, CEO

“
Despite the Coronavirus impacting in the last quarter, 8,264 oral hearings were held over the year, a new record.
”



2. Performance Report

a. Overview

(i) About the Parole Board

What is the Parole Board?

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

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 relate to Key Performance Indicators (KPI) that are underpinned by detailed objectives. The key objectives are further explained within the Performance Analysis section of the report.

1) The Parole Board works efficiently by ensuring fully informed decisions are made based on the evidence available.

2) The Parole Board is independent and makes impartial quality decisions.

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

4) The Parole Board is always striving to improve the way it works, conducting research, piloting new ideas and listening to people's views.

Further information on the key responsibilities of the Parole Board, the types of cases it considers and the types of hearings it conducts can be found on the Parole Board website www.gov.uk/government/organisations/parole-board/about.

Members



141 staff in the Secretariat*

(ii) Strategic Risk Management

The Parole Board's processes for managing risk and its key contractual and stakeholder relationships are reported in the governance statement, as well as data related incidents.

The Parole Board maintained a key risk register to monitor the risks to delivering the Parole Board Strategy 2016 to 2020. The register was reviewed throughout the year by the Audit and Risk Committee to reflect the main risks that the Parole Board was facing at that moment.

* As at 31 March 2020 there were 264 members and 141 staff.

b. Performance Analysis

(i) Going Concern

The Parole Board's future costs are expected to be met by future grant-in-aid from the Parole Board's sponsoring department, the Ministry of Justice (MoJ), which has included the Parole Board's grant-in-aid for 2020/21 in its estimates. The Parole Board's accounts are therefore prepared on a going concern basis.

(ii) Financial Review

There was an increase on the Parole Board's grant-in-aid in 2019/20. 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.

(iii) How we Performed

Strategic aim 1: Efficiency

■ Achieved
■ On track

■ Requires improvement
■ This was not a reportable KPI in 2018/19

The Statement of Financial Position shows total net liabilities of £705k as at 31 March 2020, 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

2019/20 was
£19,059k
2018/19
£17,474k



Efficiency KPIs	2018/19	2019/20	
700 cases are listed for oral hearings each month	YTD average: 773	YTD average: 775	^
GPP cases outstanding beyond their target date are no more than 20% of the active caseload	18%*	As at Mar 20: 18%	—
100% of decisions are issued within 14 days of the oral hearing		84%	—
95% of cases have a hearing date within 3 months of being made ready to list		YTD average: 85.5%	—
70% of oral hearings conclude on the day	YTD average: 65%	YTD average: 64%	v
Less than 10% of oral hearings defer on the day	YTD average: 12.2%	YTD average: 6.4%	^

* In 2018/19 this KPI was worded and measured differently : (No more than 1200 GPP cases outstanding beyond their target date – YTD average: 1,516). For comparable purposes, this translates to 18% when using 2019/20 measures.

The Parole Board is committed to improving these KPIs in 2020/21:

- The continuing high level of parole hearings held in 2019/20 resulted in high workloads for panel chairs and some were unable to consistently finalise **decisions in sufficient time to enable them to be issued within the 14 day deadline**, this was exacerbated by Coronavirus in March 2020. There are plans to increase the number of panel chairs to reduce these pressures.
- The Parole Board strives every month to ensure that **95% of cases have a hearing within three months**. The Parole Board will continue to work with the listings team to make improvements in this area.
- There has been significant focus on how adjournments can be reduced to ensure that as many **cases conclude on the day** as possible. However, there are areas in which reasons for deferrals fall outside the scope of the Parole Board. The Parole Board is committed to working with other agencies to ensure that the quality and efficiency of evidence is improved.

COMPASS was set up to investigate the reasons for the Parole Board deferral rate and to identify practical steps to reduce this.

Results of the project:

- 96% of 123 adjournment directions made and reconsidered within the pilot period, were concluded at their next review. 45% of these cases were concluded on the papers without reconvening at a further oral hearing.
- 82% of all adjournments reconsidered were completed within the recommended 4 month period with many concluding faster than the timeframe for relisting a deferred case.
- As part of the 2019/20 KPIs a benchmark had been set for on the day deferrals to remain below 10%. A record low of 2% was achieved across the organisation in August 2019.

Although adjournment directions increased, they provide an effective avenue for case progression and ownership.

It was agreed by Management Committee that the COMPASS principles should be adopted by all panel chairs from 1 September 2019.

b. Performance Analysis

The Parole Board has worked hard to manage cases so that every case is disposed of fairly and appropriately in a timely fashion.

The number of cases dealt with by the Parole Board and the average active caseload increased significantly over the period.

During 2019/20 the Parole Board strove to keep on top of these cases:

- by holding a record 8,264 oral hearings.
- increasing the regional listing officers from one to five.
- rolling out the COMPASS approach to ensure purposeful case ownership and to reduce the level of wasteful on the day deferrals.

The Parole Board sought to ensure its role in recall cases is proportionate

In 2019/20 the Parole Board saw a 9% increase in determinate recall referrals compared to 2018/19. Recall cases present particular problems for the Parole Board due to the time it takes for these cases to complete the classic parole process. A Determinate Recalls project was set up with a focus on piloting more proportionate, fairer and faster ways of reaching a parole decision without the need for a full oral hearing.

In 2019/20:
£84k reduction in compensation payments to prisoners*



* Further details and a comparable can be found at p50 of this report.

The Parole Board started to take ownership of the process for third party direction compliance

The Parole Board worked closely with stakeholders including the Public Protection Casework Section (PPCS) to develop an Operational Protocol which supports the Parole Board Rules 2019. Under the protocol the Parole Board became responsible for compliance for some third party directions, made on or after 4 November 2019.

The Parole Board streamlined a process to efficiently manage Terrorist Act (TACT) cases

Over the last two years there was a strategic priority to work closely with security partners to agree a streamlined process to share information regarding TACT prisoners. By June 2019 the Parole Board had put in place plans to obtain appropriate levels of security clearance for both members and staff to enable them to handle such information. Additionally, the Parole Board had facilitated specialised TACT training to a cohort of members, with plans to deliver training in this area across the entire membership in 2021.

On 3 February 2020 the Government announced its intention to retrospectively amend the law to provide that all terrorists serving standard determinate sentences must be referred to the Parole Board, instead of being released automatically. The Parole Board was well prepared to take on this additional responsibility given that it had already dealt with a steady number of terrorist reviews and the fact that work was already underway to streamline the process of managing these cases.

Strategic Aim 2: Independence & Quality

Independent & Quality KPIs	2018/19	2019/20	
95% of Review Committee outcomes are found to be justified by the Review Committee	81.3%*	87.5%	—
Less than 25% of complaints are upheld	15%	24%	∨
95% of members demonstrate core competency in practice observations	95%	98%	∧
85% of members receive adequate or above as MCA quality assurance outcomes	85%	85%	—

* In 2018/19 this KPI was worded and measured differently: (0% of decisions are found to be unjustified by the Review Committee – 16%). For comparable purposes, this translates to 81.3% when using 2019/20 measures.

The Parole Board embedded across the membership a new decision-making framework

To improve the quality, consistency and transparency of decision-making the Parole Board introduced a Decision-Making Framework in April 2019. It was developed by a member-led group and its development was informed by relevant research on Parole Board decision-making and a review of existing models used by comparable organisations. A detailed public guide to the Decision-Making Framework is now published on the Parole Board's website www.gov.uk/government/publications/parole-board-decision-making-framework.

On 22 July 2019, the new Parole Board reconsideration mechanism went live.

145 reconsideration applications
130 From Prisoners
15 From Secretary of State

The above relates to data between 22 July 2019 and 31 March 2020.

The Parole Board successfully implemented a mechanism to allow parties to seek reconsideration of its decisions

As at March 2020, reconsideration had been ordered in 20 cases, 18 of which were as a result of applications by prisoners and 2 from the Secretary of State.

It is clear from this that the mechanism is delivering a swift way of challenging decisions where a party feels a decision has been made that is irrational or has been made by an unfair procedure. Work is underway to be more transparent and publish the decisions on reconsideration within the public domain, as at March 2020 52 were available online www.bailii.org/ew/cases/PBRA.

The Parole Board provided ongoing member training, quality assurance and performance review

This year an eLearning platform has been launched for members to access Parole Board, LPG civil service and HMPPS learning material. By April 2020 all members will have completed Effective Questioning training and throughout 2020/21 will have access to learning based on Equality & Diversity, Unconscious Bias, Information Security and GDPR.

In December 2019, the Management Committee agreed that the Parole Board should introduce further mandatory training on terrorism and extremism to all Parole Board members to be rolled out during 2020/21.

The Parole Board had a successful and rigorous recruitment campaign that ensured members better reflect the community they serve

The Parole Board made significant progress towards a more diverse membership that better reflects the community it serves and that brings a mix of perspectives and experience to decision-making.

Four campaigns were completed after extensive outreach in the North of England, and these resulted in a record number of Black, Asian and Minority Ethnic (BAME) candidates being appointed:

- 53 independent members were appointed, 46% of whom are from a BAME background.

- Prior to these campaigns, fewer than 5% of the Parole Board's members identified as being from a BAME background.
- These appointments triple the number and will bring the Parole Board's BAME diversity to nearly 13%. This outcome is an important foundation in the Parole Board's strategic vision and this success will be built upon in 2020 with further targeted recruitment campaigns.

Furthermore, for the first time in over 8 years serving judges have also been appointed, with 17 circuit judges joining the part time membership.

Strategic Aim 3: Transparency & Openness

Transparency & Openness KPIs	2018/19	2019/20	
95% of summaries are produced within 14 days of the decision being issued	81%*	YTD average: 94.4%	—
100% of FOI requests are responded to within 20 working days	70%	100%	^
At least 2,500 twitter followers by April 2019	2,500	3,800	^
The Parole Board is represented at more than 30 external engagement events per year	34	68	^

* Measure introduced mid-business year (2018/19).

The Parole Board provided better information about its decision-making to prisoners, their families, victims, and the public

The Parole Board published its decision-making framework on 31 October 2019. Alongside this, it has published a series of YouTube videos to explain how the Parole Board works and there is now a detailed section of the website dedicated to greater information for prisoners, their families, victims and the public www.gov.uk/government/publications/the-parole-boards-duties-towards-victims-of-crime

The Parole Board welcomed a Tailored Review

The Parole Board welcomed a Tailored Review*, conducted by the Secretary of State, that commenced in February 2019. The organisation has undergone significant transformation, therefore a Tailored Review provides an opportunity to review those changes and the efficiency of the Parole Board.

The Parole Board looks forward to working with the Ministry of Justice to implement the recommendations.

* The purpose of a Tailored Review is to challenge and seek assurance of the continuing efficiency and good governance of public bodies.

The Parole Board maintained a robust system for creating summaries that weighs up disclosure against managing sensitive information

The Parole Board Rules 2019 enable persons other than victims to obtain copies of decision summaries, without diluting any rights held by victims.

Most of these have been issued to victims, but some to members of the public and the media, and some summaries have been quoted or published in the media, making the workings of the Parole Board far more transparent. The Parole Board issued 1,739 summaries in 2019/20, 94.4% of those were issued within 14 days. The Parole Board has worked closely with Victim Liaison Officers (VLOs), answering any questions they have and used feedback from victims to improve the process.

The Parole Board provided regular access to data about its performance in real time

The Parole Board began publishing data on key statistics in November 2019. This is now published on a quarterly basis and shared via Twitter.

The Parole Board also shares data with key stakeholders via Regional Parole Forums and conferences.

The Parole Board sought to ensure victims involved in the parole process are treated with sensitivity and humanity

The Parole Board has worked closely with victims' organisations to improve information available to victims, including an online video. The Board has also updated the guidance for members on duties towards victims.

A victim is now entitled to:

- receive regular updates on a prisoner's progress in custody (including when their parole hearing will be).
- submit a Victim Personal Statement to the Parole Board (and can ask to read it out to the panel if they wish).
- request licence conditions.
- request a summary of a parole decision.
- ask for reconsideration of a parole decision via the Secretary of State (as at 22 July 2019).

Strategic Aim 4: Improving how we work

Improving how we work KPIs	2018/19	2019/20	
In year budget variance is under 1%, with no overall overspend	3.1%	0.4%	^
Unit costs to conclude paper hearings remain consistent with last year*			—
Unit costs to conclude oral hearings remain consistent with last year*			v
Security Posture report is good	YTD average: 75%	YTD average: 75%	—
No critical patching requirements	0	0	—
Overall staff engagement index increases 2% annually	2% decrease	10% increase	^
In year staff turnover is less than 20%	15%	9.3%	^

* In 2019/20 there was not an increase in paper unit costs but a 3% increase in oral hearing unit costs. (2018/19: 2% decrease in paper; 4% decrease in oral hearing). Further information regarding unit costs can be found at p29 of this document.

Good progress has been made on improving the way the Parole Board worked during 2019/20.

The Parole Board listened to others, utilising feedback from stakeholders and people to improve the way they work

The Parole Board User Group (PBUG) is the main forum for stakeholders to discuss parole matters. PBUG, which includes representatives from prison law and prisoner organisations, Her Majesty's Prison and Probation Service (HMPPS), and other key agencies met quarterly and provided feedback on a wide range of topics.

The Parole Board has provided better information about Parole Board decision-making to prisoners, their families, victims, and the public.

The Parole Board engaged with probation practitioners more directly through the network of seven regional forums. In particular, the developing Offender Management in Custody (OMiC) model was discussed and best practice and challenges highlighted.

The Parole Board introduced systems that supports its staff

The Parole Board introduced a new Performance Management Review system for staff. This was well received in the Investors in People accreditation, earned in September 2019 and has contributed towards a 10% improvement in staff engagement scores in the People Survey Results. The Parole Board has also successfully embedded the new success profiles recruitment technique.

This has been utilised in all recruitment campaigns since June 2019, where over 20 people were recruited using this tool.

Coronavirus impact

Towards the end of the 2019/20 business year, the developing pandemic had a significant impact on the way the Parole Board operated. Whilst most of the impact will be on operations in the following business year, it is prudent to highlight how the Parole Board plans to manage this.

In line with government guidelines, the Parole Board decided to cease all face to face oral hearings as at 23 March 2020. The Parole Board has explored alternative ways of working to ensure that disruption is minimised; this includes holding a significant number of remote hearings via telephone and video, and facilitating intensive paper reviews. During the pandemic, it has never been more crucial for the Parole Board to continue to make independent assessments of whether a prisoner's continued detention remains necessary for the protection of the public.

The plan throughout has been to continue to carry out fair and timely parole hearings, with the appropriate rigour, whilst keeping all participants safe.

Benefits of the Parole Board

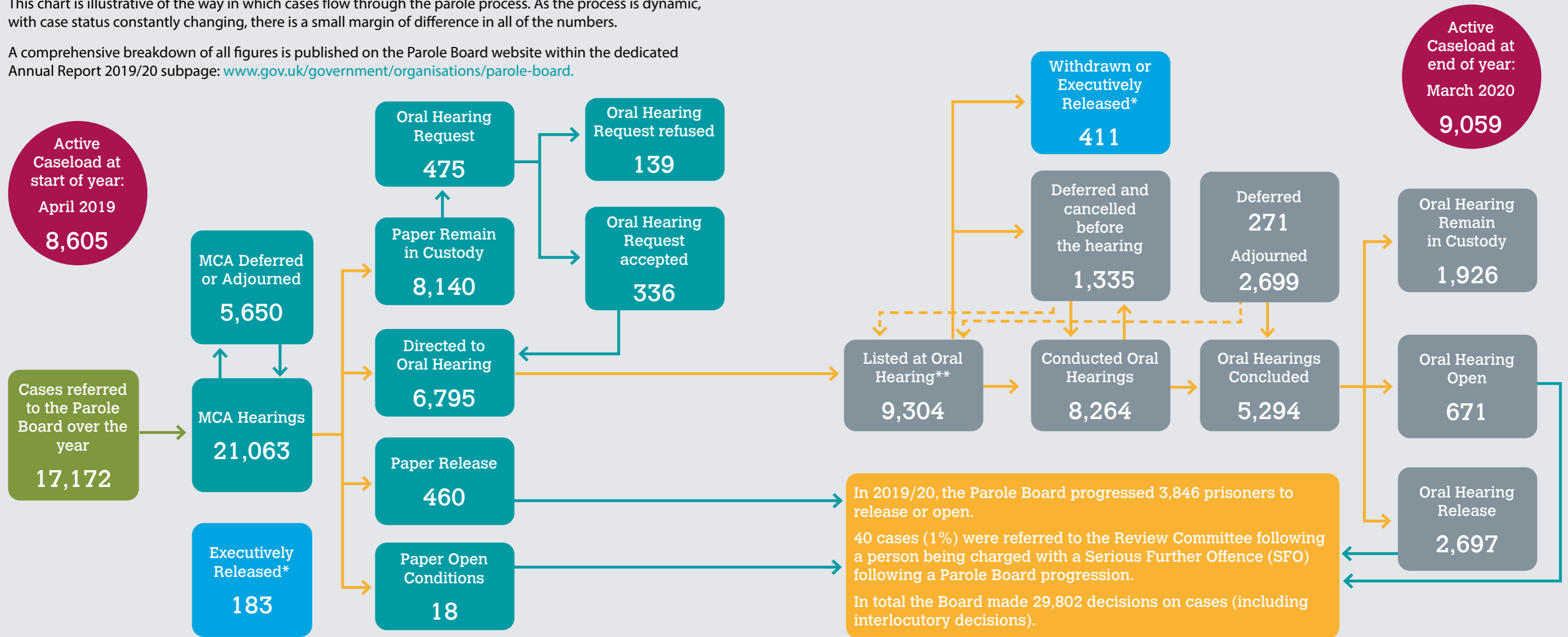
The Parole Board's number one priority is to protect the public, by conducting rigorous independent risk assessments to determine whether individuals can be safely released. If an individual's safety is deemed manageable in the community, the Parole Board must direct release. The release of prisoners once they are no longer a significant risk to the public, ensures the safe reintegration of offenders back into society and provides an incentive to rehabilitation. Failure to make good, safe and timely decisions has a significant human and financial cost. In 2019/20 the Parole Board directed the release of 3,157 prisoners; the unit cost of these decisions was £1,279; the estimated "benefit" of releasing people who were no longer a risk to the public was £136.4m* per annum based on the average cost of a prison place. Release is not, however the primary function of the Parole Board. In 2019/20, 10,755 prisoners were kept in prison for the protection of the public at an estimated cost to the public purse of £464.8m. Without the Parole Board to provide a timely review of the continuing detention of those individuals, after the period for punishment has expired, their detention would not be lawful under the European Convention on Human Rights or domestic law.

* Annual **average** published cost of a prisoner multiplied by the number of prisoners released in year by the Parole Board.

(iv) Parole process and performance

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

A comprehensive breakdown of all figures is published on the Parole Board website within the dedicated Annual Report 2019/20 subpage: www.gov.uk/government/organisations/parole-board.



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

** 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 2019/20

RELEASE

49%	ASIAN	53.4%	MIXED
49.4%	BLACK	50.9%	WHITE
60%	CHINESE & OTHER	50.8%	AVERAGE

REMAIN IN CUSTODY

39.6%	ASIAN	35.4%	MIXED
35.8%	BLACK	36.4%	WHITE
33.3%	CHINESE & OTHER	36.4%	AVERAGE

OPEN CONDITION

11.4%	ASIAN	11.2%	MIXED
14.8%	BLACK	12.7%	WHITE
6.7%	CHINESE & OTHER	12.8%	AVERAGE

OUTCOMES BY GENDER 2019/20

RELEASE

64.1%	FEMALE	20.7%	FEMALE
50.4%	MALE	36.9%	MALE

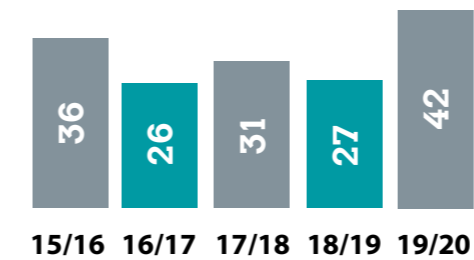
OPEN CONDITION

15.2%	FEMALE
12.7%	MALE

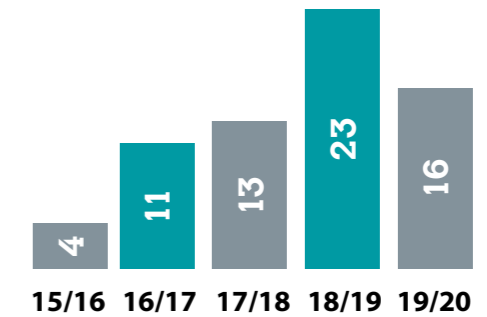
Challenges, Requests for Information, and Complaints

Challenges, Claims and Requests 2015/16–2019/20

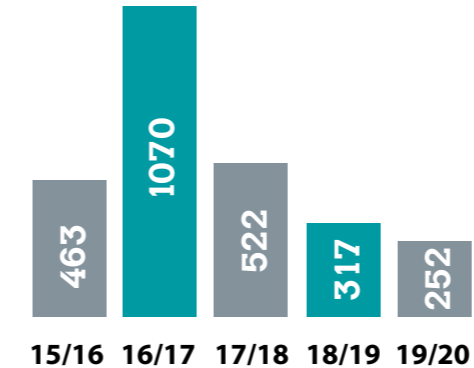
Judicial Reviews



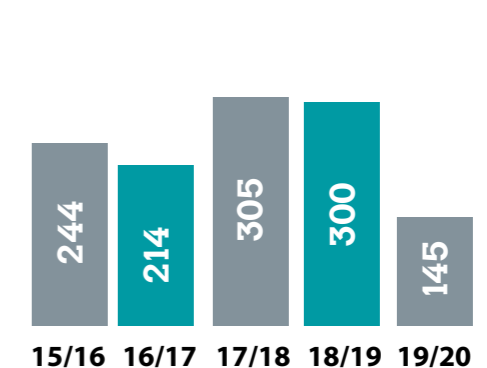
Private Law Claims



Pre-Action Claims for damages



Pre-Action Claims for Judicial Review

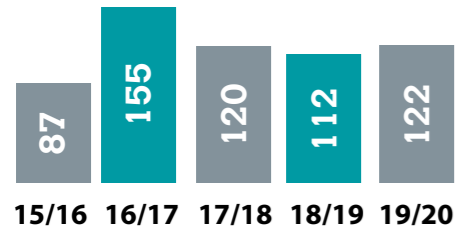


Freedom of Information Requests



3. Accountability Report

Complaints about the service provided by the Parole Board 2015/16-2019/20



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

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	122
Complaint Category	Number
Admin error – e.g. processing errors by Operations Team (including incorrect sharing of information)	6
Communication – e.g. any instance that involves parties not being kept informed of changes/developments within the review	2
Information sharing – e.g. unhappy with how the Parole Board has shared information	1
Listing error – e.g. an error in listings meant the hearing could not go ahead	6
Delays – e.g. backlog issues or time frame for hearing to be listed/re-listed	53
Hearing cancelled – e.g. unhappy with the reason a hearing did not go ahead as scheduled	0
Member practice – e.g. unhappy with the way a panel has conducted itself	52
Victim issues – e.g. anything relating to or from a victim	2
Complaints process – e.g. where previous letters have been sent but no response has been received	0
Deferrals – e.g. unhappy with the reasoning behind a deferral	0

Total complaints received	Fully or partially upheld	Not upheld	Outstanding at 31 March 2020
122	26	41	55

(v) Sustainable Development

The Parole Board has been working towards becoming a paperless organisation and has already substantially reduced the amount of printed paper being generated and dispatched to members.

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

Martin Jones

Martin Jones
Chief Executive and Accounting Officer
13 July 2020



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a. Corporate Governance Report

i. Chief Executive's Report

1. Background and Statutory Framework

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

The Parole Board exercises judicial functions and acts as a Court for the purposes of Article 5 (4) of the European Convention on Human Rights (ECHR). Our primary function is to determine whether prisoners referred to the Parole Board by the Secretary of State for Justice continue to represent a risk to the public. The Parole Board also offers advice to the Secretary of State on whether prisoners can be safely managed in open prison conditions.

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

3. Principal Activities

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

The Parole Board has five functions in England and Wales:

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.

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.

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

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

All cases are initially considered on paper by a single Parole Board member, who is Member Case Assessment (MCA) accredited. In all cases the parole review is based on a dossier of papers presented to the Parole Board by the Public Protection Casework Section (PPCS) within the Safer Custody and Public Protection Group (SCPPG) of HMPPS, on behalf of the Secretary of State for Justice (SSJ). There will usually be representations from the prisoner, or legal representative (if one has been instructed), and sometimes a victim personal statement.

4. Basis for Preparing the Accounts

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

5. Funding

The Parole Board's sponsor is the Director General for **Justice Analysis and Offender Policy** within the MoJ. The Parole Board's only source of funding is grant-in-aid which is provided by the MoJ. This comprised cash funding of £18,783,000 (2018/19 – £17,431,000).

In addition, the MoJ met costs of £615,000 for the Parole Board (2018/19 – £619,000) 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 £19,398,000 which was an increase of £1,348,000 from 2018/19 (2018/19 – £18,050,000).

The Parole Board's cash at bank as at 31 March 2020 was £195,000.

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.

The unit cost increase in oral hearings is due to increases in deferrals and adjournments compared with 2018/19 and subsequent costs. There are areas in which reasons for deferrals fall outside the scope of the Parole Board, but the Parole Board is currently working with other agencies to ensure that the quality and efficiency of evidence is improved with the expected reduction in deferrals.

	2015/16	2016/17	2017/18	2018/19	2019/20
Paper Hearings	£293	£315	£320	£315	£315
Oral Hearings	£1,569	£1,706	£1,406	£1,336	£1,443

7. Audit

Internal audit services are provided by the Government Internal Audit Agency and in 2019/20 the amount charged for these services was £30,000 inclusive of VAT. This included the provision of 60 days' audit, attendance at meetings of the Audit & Risk Committee and provision of guidance and assurance.

External audit is provided by the Comptroller and Auditor General, through the National Audit Office. The Certificate and Report of the Comptroller and Auditor General to the House of Commons is included in these Accounts. The Parole Board has accrued for £65,000 in respect of the statutory audit for 2019/20. 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 HM Treasury's Corporate Governance Code to the extent that the Parole Board's size and status allow. I have policies, procedures in place which enable me to maintain a sound system of internal control that supports the achievement of the Parole Board's policies, strategic aims and objectives, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me as Accounting Officer and in the Managing Public Money guidance.

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

Founding Legislation

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

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

Governance Structure

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

In addition to the formal committee structure outlined below, a Parole Board Members Representative Group (MRG) is in place. Although not part of the formal management structure it offers a collective viewpoint to the Executive and acts as a conduit for dialogue between the membership, the Executive and the Management Committee.

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

Governance Framework



1.1 The Management Committee (MC)

My colleagues on the MC consists of the Chair and Judicial Vice Chair of the Parole Board; three Parole Board Members; and three Non-Executive Members. During 2019/20 the Chief Operating Officer, and the heads of departments regularly attended meetings to assist the Committee in its decision-making.

During the year 2019/20 the MC met eight times and was responsible for overseeing the implementation of the Parole Board's strategy and Business Plan. The terms of reference and operating procedures for the MC were reviewed in February 2019.

1.2 The Audit and Risk Committee (ARC)

The ARC is responsible for advising me (as Accounting Officer) and the MC on issues of risk, control and governance. The 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 and two Parole Board members.

The ARC met five times during 2019/20. After each ARC meeting, a copy of the minutes of that meeting are provided and the ARC Chair highlights any issues which require specific direction and response from the MC.

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

1.3 Standards Committee (SC)

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

The SC meets at least quarterly. After each quarterly SC meeting, a copy of the minutes of that meeting were provided and the SC Chair highlighted any issues which require specific direction and response from the MC.

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

1.4 Review Committee (RC)

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

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

The RC meets at least quarterly.



1.5 Senior Leadership Team (SLT)

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

1.6 Attendance at Meetings

The table below sets out the attendance of Parole Board management, non-executives and part-time members at meetings during the year 2019/20. A register of interests held by members of the Management Committee can be found on the Parole Board website within the dedicated Annual Report 2019/20 subpage: www.gov.uk/government/organisations/parole-board.

Management Committee

	Name	Role	Gender	Attendance
	Caroline Corby, Chair	Non-Executive	F	8/8
	Martin Jones, Chief Executive	Executive Management	M	8/8
	Geraldine Berg, Part-time member	Part-time Member	F	6/8
	Simon Ash, Part-time member	Part-time Member	M	8/8

	His Honour Sir John Saunders QC, Part-time member and Judicial Vice Chair (ended on 30 November 2019)	Part-time Member	M	3/5
	Dale Simon, Non-Executive Director	Non-Executive	F	8/8
	Robert McKeon, Part-time member	Part-time Member	M	8/8
	Gary Sims, Non-Executive Director	Non-Executive	M	6/8
	Alan Clamp, Non-Executive Director	Non-Executive	M	6/7
	HH Peter Rook QC, Part-time member and Judicial Vice Chair of the Parole Board (joined in February 2020)	Part-time Member	M	2/2

1.7 Audit & Risk Committee and Standards Committee

	Name	Gender	Attendance
Audit & Risk Committee	Geraldine Berg (Part-time member)	F	4/5
	Alan Clamp (Non-Executive Director)	M	4/4
	Philip Geering (Part-time member)	M	4/5
	Martin Jones, Chief Executive (Executive Management)	M	5/5
	Gary Sims (Non-Executive Director and Chair of the ARC)	M	5/5
Standards Committee	Pamela Atwell (Part-time member)	F	4/4
	Andy Dale (Part-time member)	M	4/4
	Melanie Essex (Part-time member)	F	4/4
	Faith Geary, Chief Operating Officer (Executive Management)	F	2/2
	Stephanie McIntosh (Full-time member and Director of Special Projects)	F	2/2
	Dale Simon (Non-Executive Director and Chair of the SC)	F	4/4
	Leslie Spittle (Part-time member)	M	3/4

2. Sponsorship arrangements:

The Parole Board are sponsored by the **Justice Analysis and Offender Policy Group** within the MoJ. In addition to the governance framework outlined above, the ALB Governance Division, Justice and Courts Policy Group within the MoJ, is the Parole Board's assurance partner. For the duration of 2019/20 the Parole Board's impact level assessment from the MoJ's principal accounting officer remained a level three reflecting the significant and sensitive work that we do that contributes to our overall risk profile.

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

In addition, the Public Appointments Team within the 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.

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

The performance of the MC as a whole was appraised in February 2020 by the Chair. Collective performance was appraised against the MC terms of reference.

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

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.

The average percentage attendance of MC members during 2019/20 was 90%.

3.1 Data Quality

Meeting agendas and papers were circulated electronically a week in advance and provided sufficient evidence for sound decision-making. Agendas were planned to ensure that all areas of the Parole Board's responsibility were examined during the year. Data presented to the Committee is regularly checked to ensure it is up-to-date and is consistent across reports generated.

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

The MC met 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.

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

I have put in place governance arrangements which follow best practice and the Code of Good Practice 2017 to the extent that the Parole Board's size and status allows.

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

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

Key issues discussed in the **MC** during 2019/20 included ensuring there are robust arrangements in place for how the Parole Board deals with terrorism and extremism cases, including ensuring Parole Board members have the relevant training and ensuring that the Parole Board receives all the necessary evidence pertaining to risk in these cases. More recently, the MC has been focussed on how the Parole Board continues to operate while Coronavirus has a profound impact on abilities to conduct face to face hearings.

Key issues discussed in the **ARC** during 2019/20 included financial reporting, as well as overseeing and approving the Annual Report and Accounts, which was delivered to a high quality, and exceptional clarity, that had not been seen before in the Parole Board. Equally, overseeing the key risks, predominantly ensuring the Parole Board had capacity to manage the steadily increasing volume of cases, now and in the future.

6. Internal Audit

Internal audit provided a total of 60 days' resource for the Parole Board and have audited the following:

- Followed up the previous year's audit of Financial Management Information;
- Workforce Management;
- Member Support and Development;
- Reconsideration Mechanism;
- Member Fees and Expenses.

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 Parole Board system of internal control. The overall opinion of the Head of Internal Audit for 2019/20 was Moderate.

7. Shared Services Assurance

The cross-government shared service operation is subject to a range of independent assurance activity. In 2019/20, this has included audits for: Reconciliation Processes (Report Classification was Satisfactory), Management and control of SLAs and KPIs related to the client agreements (Report Classification was Satisfactory with Exceptions), management and control of purchase to pay processes (Satisfactory with Exceptions) & Risk Management & Security (Needs Improvement). SSCL have provided responses on all of the audit actions. SSCL were also subject to both an Interim and Final audit of "agreed upon procedures" (ISAE 3402) on their internal controls.

8. Managing risk and governance

8.1 Principles of managing risk for the Parole Board

The risk management framework that I have embedded within the Parole Board ensures that risks to achieving its strategy, objectives and milestones are properly identified, managed and monitored. On at least an annual basis the strategic risk register is reviewed and the approach to risk throughout the organisation is revisited. Assurances across the business are assessed to evaluate the combined risk level resulting from the impact and likelihood of a particular risk.

Risk appetite is determined by reference to the business objectives and the degree to which threats to these can be absorbed while maintaining the Parole Board's reputation amongst its stakeholders and society at large.

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

8.2 Operation of the governance framework

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

Internal audit services are provided by the Government Internal Audit Agency (GIAA) and the annual audit plan 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 Parole Board was managing the risks relating to information assurance appropriately. Information security arrangements for staff are broadly in compliance with those in the Security Health Check Review Lite and supplied to the MoJ and the self-evaluation of the mandatory requirements was positive.

A total of 24 information incidents were recorded during 2019/20: 8 were near misses, 2 were actual or potential losses external to the Parole Board premises; 1 was an actual or potential loss within the Parole Board; 13 related to unauthorised disclosure; and 0 related to failure to report an incident.

8.3 Summary of key risks identified during the year

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

The key risks identified are those over which it has limited control and include 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 here and on the next page:

Summary of key risks 2019/20:

RISK	Controls in Place
1. There is a risk that we do not manage our caseload in the most efficient way possible.	<ul style="list-style-type: none"> • We have an ongoing dialogue with PPCS to track and forecast incoming workload. • We have introduced a new dossier checking process. • Chairs are adjourning rather than deferring cases, so they retain ownership. • We have set up an MCA team, and MCA member taskforce to increase capacity. • We introduced a new listings team structure allowing us to maximise listing capacity.
2. There is a risk that we are unable to deliver all or part of our digitalisation programme to the timescale and quality required.	<ul style="list-style-type: none"> • We have an in-house IT team supported by Core Azure and advice from MoJ experts. • We have good comms and dialogue with MoJ. • We can isolate individual accounts / machines to deal with any problems quickly. • Records are stored in the cloud rather than on devices, and so can be monitored and updated remotely.
3. There is a risk that the commission of a serious further offence (SFO) by someone released on parole undermines the public's confidence in the parole system.	<ul style="list-style-type: none"> • We issue decision summaries to explain the reason for release. • We promote our purpose and decisions on Twitter and other platforms. • We monitor the press for Parole Board related stories. • We review high profile and noteworthy cases as their hearing approaches. • The Review Committee reviews SFOs.
4. There is a risk that when key personnel leave the Parole Board it affects our ability to deliver our strategy.	<ul style="list-style-type: none"> • We introduced a new functional hub structure which improves how we work together. • Our teams work closely together to share understanding, including shadowing, coaching and mentoring. • We have introduced training and apprenticeships for specialist skills such as IT, project management and HR. • We have introduced a new recruitment pack for managers and candidates.

RISK	Controls in Place
5. There is a risk that a lack of diversity of either staff or members give the perception that the Parole Board do not fully represent our customer base.	<ul style="list-style-type: none"> We have an Equality & Diversity Group project to link up our diversity strategy. We monitor diversity data for staff and members, including from an anonymous diversity survey of members. We have carried out targeted outreach to underrepresented communities in advance of recent recruitment campaigns. We use social media including LinkedIn and Twitter to raise awareness of campaigns.
6. There is a risk we will be unable to deliver our strategic objectives due to insufficient budget / funds.	<ul style="list-style-type: none"> We reviewed our operational costing model and report by Cost Centre and account code each month. We engage with Analytical Services to anticipate longer term changes in the prison population. We work more closely with the fixed assets team on capitalisation.
7. There is a risk that our quality assurance process does not work effectively.	<ul style="list-style-type: none"> The Standards Committee has oversight of our QA processes. We have started a fundamental review of our QA processes, speaking to other organisations. We are strengthening our QA support function with the MARS system and bringing it in with complaints to identify best practice. We have KPIs in place on QA outcomes for practice observations, Review Committee outcomes and MCA QA.
8. There is a risk we are not GDPR compliant.	<ul style="list-style-type: none"> We have trained Information Asset Owners. We have Information Assurance certificates for staff and members, supported by training. We have additional resources to work on GDPR as part of our restructure. We have a GDPR remediation plan in place, including improving PPUD GDPR compliance in year.
9. There is a risk that Coronavirus will impact on our people, operations, reputation and system. (Greatest impact on 2020/21 business year)	<ul style="list-style-type: none"> We have taken swift action based on the government advice to limit risks to our workforce. This included suspending face to face hearings for 3 months and all staff working from home from 17th March. We will try to maintain fairness and limit delays to prisoners and victims, by continuing to list and conduct reviews for as long as it is within our control and safe to do so. If face to face is not possible, we will remove barriers by <ol style="list-style-type: none"> 1) concluding on the papers, and using case conferencing 2) holding remote telephone hearings 3) holding remote video hearings.

8.4 Ministerial directions

The Parole Board received no ministerial directions during the year.

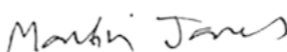
9. Fraud and whistle blowing policies

The Parole Board's Fraud and Whistle Blowing policy was reviewed in 2019/20 and a new reporting and investigation procedure was introduced with independent trained fraud investigators in place to investigate anything reported. One complaint was made under the Whistle Blowing policy during 2019/20. This was still being investigated at year end.

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.

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



Martin Jones
Chief Executive and Accounting Officer
13 July 2020

iii. Statement of Accounting Officer's responsibilities

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

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

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

- Confirm that, as far as he is aware, there is no relevant audit information of which the entity's auditors are unaware;
- Confirm that he has taken all steps that he ought to have taken to make himself aware of any relevant audit information and to establish that the entity's auditors are aware of that information;
- Confirm that the annual report and accounts as a whole is fair, balanced and understandable;
- Confirm that he takes personal responsibility for the annual report and accounts and the judgements required for determining that it is fair, balanced and understandable;
- Observe the Accounts Direction issued by the Secretary of State with the approval of the Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards as set out in the **Government Financial Reporting Manual** have been followed, and disclose and explain any material departures in the financial statements; and
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Parole Board will continue in operation.

The Permanent Secretary of the 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 and for the keeping of proper records, and for safeguarding the Parole Board's assets, are set out in the Non-Departmental Public Bodies' Accounting Officers' Memorandum issued by the Treasury and published in Managing Public Money.

b. Remuneration and Staff Report

i. Remuneration Policy

The Chair, 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. All members serve on a part-time basis and are fee-paid. As well as the Chair and Vice Chair, three other part-time members serve on the Management Committee appointed by the Chair, and the Chief Executive and three non-executive directors. The Chief Executive (who is not a statutory member of the Board) also serves on the Management Committee. Two members of the Senior Leadership Team were members of the Management Committee up until May 2019 (Stephanie McIntosh & Faith Geary).

This report discloses the remuneration of those serving on the Management Committee. This disclosure is made in order to comply with Treasury requirements to show the remuneration of those who influence the direction of the entity as a whole.

Remuneration is determined as follows:

- for the Chair, by the Secretary of State, currently set at a rate of £400 per day for 96 days;
- for the part-time members (serving on the Management Committee and sub-committees), at a fixed and non-pensionable rate of £300 (2018/19 £300) for each day on which they attend Parole Board meetings;
- for the non-executives, at a fixed and non-pensionable rate of £300 (2018/19 £300) for each day on which they attend Parole Board meetings;
- 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 Chair 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, other senior managers and staff.

Part-time members of the Parole Board are office holders.

Tenure Arrangements

The Chair is an office holder on a three year contract. Their tenure details are:

	Tenure Expiry Date
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.independent.gov.uk

Bonuses

Bonuses are paid to staff based on performance levels attained and are made as part of the appraisal process. They are not payable to Parole Board Members or Non-Executive Board Members. 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	2019/20					2018/19				
	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
Martin Jones Chief Executive	85–90	–	5–10	61	155–60	75–80	–	5–10	–	85–90
Stephanie McIntosh Full-time member	60–65	–	0–5	25	85–90	65–70	–	0–5	26	95–100
Faith Geary Chief Operating Officer	60–65	–	0–5	40	105–110	65–70	–	0–5	31	95–100

Remuneration	2019/20					2018/19				
	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
Caroline Corby Chair	35–40	–	–	–	35–40	30–35	–	0.4	–	30–35
Cedric Pierce Part-time member (until 30 Sep 2018)	–	–	–	–	–	0–5 (5–10 FYE)	10–15 (20–25 FYE)	–	–	10–15 (20–25 FYE)
HH Peter Rook Part-time member (from Feb 2020) ¹	–	0–5 (10–15 FYE)	–	–	0–5 (10–15 FYE)	–	–	–	–	–
Geraldine Berg Part-time member	0–5	20–25	–	–	25–30	0–5	30–35	–	–	30–35
Simon Ash Part-time member	0–5	25–30	–	–	25–30	0–5	15–20	–	–	20–25
HH Sir John Saunders Part-time member (part of the MC until November 2019)	10–15	5–10	–	–	15–20	10–15	0–5	–	–	15–20
Robert McKeon Part-time member	0–5	120–125	–	–	120–125	0–5	35–40 (70–75 FYE)	–	–	35–40 (70–75 FYE)

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. Parole Board members who sit on the Management Committee are paid separate fees for their work on committees to their 'other fees' for their work as Parole Board members hearing cases.

Remuneration	2019/20				2018/19			
	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 ²	5–10	–	–	5–10	10–15	–	–	10–15
Gary Sims Non-Executive Director ³	5–10	1.0	–	5–10	0–5	0.4	–	0–5
Alan Clamp Non-Executive Director (from June 2019) ⁴	0–5 (0-5 FYE)	–	–	0–5 (0-5 FYE)	–	–	–	–

Audited Pay Multiples

	2019/20	2018/19	2017/18
Band of highest paid director's total remuneration (£000)	90–95	85–90	75–80
Median total remuneration (£)	25,910	25,509	25,318
Ratio	3.57:1	3.43:1	3.06:1

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 2020 was £90–95k (2018/19 £85–90k). This was 3.57 times (2018/19, 3.43 times) the median remuneration of the workforce, which was £25,910 (2018/19 £25,509). During the financial year, the remuneration ranged from the minimum band of £20–25k to the highest band of £85–90k (2018/19 £15–20k to £85–90k). No employees received remuneration in excess of the highest paid director in 2019/20 (2018/19 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.

Non-Executive Directors and Parole Board Members are paid fees based on each piece of work they do, they are not paid a salary, and so are not part of the audited pay multiples calculation.

¹ HH Peter Rook's fees commenced from March 2020 (Fees are paid per number of days worked and type of work, so FYE varies depending on the number of days worked and is calculated as an average across the year)

² Dale Simon is representative on the Management Committee and Standards Committee.

³ Gary Sims is representative on the Management Committee and Audit & Risk Committee.

⁴ Alan Clamp is representative on the Management Committee and Audit & Risk Committee.

Audited Pension Entitlement

- The audited pension entitlements of the Full-Time Member, Chief Executive and other Directors during 2019/20 were as follows:

Pension Benefits					
	Accrued pension and related lump sum at pension age as at 31 March 2020	Real increase in pension and related lump sum at pension age	CETV at 31 March 2020	CETV at 31 March 2019	Real increase/ (decrease) in CETV
Senior Managers	£000	£000	£000	£000	£000
Martin Jones	30–35 plus a lump sum of 65–70	2.5–5 plus a lump sum of 2.5–5	522	458	39
Stephanie McIntosh	20–25	0–2.5	282	253	13
Faith Geary	15–20 plus a lump sum of 35–40	0–2.5 plus a lump sum of 0–2.5	258	224	19

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 Parole Board have no pension entitlement.

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

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from

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

Employee contributions are salary-related and range between 4.6% and 8.05% for members of classic, premium, classic plus, nuvos and alpha. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on his pensionable earnings during their period of scheme membership.

At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004. In addition, a lump sum equivalent to three years initial pension is payable on retirement. 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

	2019/20	2018/19
Permanent staff		
Salaries and wages, including overtime	3,854	3,467
Pension contributions	936	589
Social security costs	409	348
Total Permanent Staff	5,199	4,404
Seconded Staff	540	234
Agency Staff	220	453
Parole Board Members' Fees		
Fees	7,786	7,341
Social Security Costs	889	933
Total Members	8,675	8,274
Total	14,634	13,365

Salaries and wages for seconded staff includes VAT. Staff costs above include costs of those disclosed in the Remuneration Report. An explanation of the Parole Board's structure is included in the Remuneration Report and Governance Statement. The Parole Board did not have any costs associated to employees who were relevant unions officials during 2019/20. No employees received any benefits in kind during 2019/20.

The PCSPS and the Civil Servant and Other Pension Scheme (CSOPS) – known as "alpha", are unfunded multi-employer defined benefit schemes where the Parole Board is unable to identify its share of the underlying assets and liabilities. The Scheme Actuary valued the scheme as at 31 March 2017. Details can be found in the Accounts of the Cabinet Office: Civil Superannuation at: www.gov.uk/government/publications/civil-superannuation-annual-accounts-2018-to-2019

For 2019/20, employers' contributions of £920k were payable to the PCSPS (2018/19 – £614k) at one of four rates which ranged from 26.6% to 30.3% of pensionable pay, based on salary bands. The Scheme Actuary reviews employer contributions approximately every four years following a full scheme valuation.

The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme. Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions to partnership pension accounts were £16k (2018/19 – £0.3k) 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 Chair, during 2019/20 was:

	Employed	Seconded	Agency	Total	2018/19
Senior Management	3	1		4	3
Operational Staff	123	7	3	133	125
Corporate Services Staff	6			6	8
Total	132	8	3	143	136

2. Audited Member Costs

The emoluments (non-pensionable) of the highest paid part-time Parole Board member was £166,560 (2018/19 – £128,874). Part-time members are not

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

£	2019/20	2018/19
£0–£4,999	31	38
£5,000–£9,999	37	10
£10,000–£14,999	29	20
£15,000–19,999	17	21
£20,000–£24,999	16	15
£25,000–£29,999	19	19
£30,000–£34,999	26	27
£35,000–£39,999	17	16
£40,000–£44,999	17	15
£45,000–£49,999	5	15
£50,000–£54,999	9	12
£55,000–£59,999	7	6
£60,000–£64,999	3	8
£65,000–£69,999	5	4
£70,000–£74,999	4	4
£75,000–£79,999	3	2
£80,000–£84,999	2	4
£85,000–£89,999	4	1
£90,000–£94,999	4	4
£95,000–£99,999	0	3
£100,000–£109,999	7	3
£110,000–£119,999	2	2
£120,000–£129,999	1	2
£130,000–£139,999	1	0
£140,000–£149,999	1	0
£150,000–£159,000	1	0
£160,000–£169,999	1	0
Total	269	251

There were a total of 269 members during 2019/20, all of whom were active (251 in 2018/19). During 2019/20, 48 new members joined the Parole Board, undergoing training and mentoring from more experienced members. These costs are reflected in the table. As at 31 March 2020, there were 264 active members and 6 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 2019/20 no employees left the Parole Board under the Scheme, nor did any in 2018/19.

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 2020, there have been no instances of non-tax compliant off-payroll engagements, the same as 2018/19. Further details of off-payroll engagements can be found in the MoJ Annual Report and Accounts 2019/20.

5. Spend on consultancy

Expenditure on consultancy in 2019/20 was £46,624, compared to Nil in 2018/19.

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 September 2019 in which the Parole Board achieved standard accreditation. The Employee Engagement Improvement & Recognition (EIR) group meets monthly to champion and oversee the implementation of action plans designed to improve employee engagement.

7. Member and employee involvement

The Secretariat completed a restructure in 2019/20, with a redesigning of operational hubs. The People hub was formed to oversee both the secretariat and membership as one. This restructure enabled the membership and secretariat to work closely on several objectives in the Business Plan 2019/20.

242 peer quality assessments were completed and 96 practice observations, supported by 4 quality assessor workshops. Three members were trained as quality assessors and twelve as practice observers. Twelve members were involved in a survey exploring the quality of oral hearing decision letters and worked with the secretariat to address findings.

Six members participated in a workshop on developing guidance on restorative justice, two members contributed to developing training material for an NPS learning module on victim related licence conditions, and a further two members gave presentations at VLO training events. There are now four members that sit on EDAG and attended the quarterly meetings, one of which is co-opted from the internal Welsh Regional Taskforce. Three members sit on our Welsh Regional Taskforce developing support for Welsh speaking prisoners. Two members sit on the Research Governance Group (RGG) which now includes an external academic and a further fifty who participated in research activity. Two members contributed to a multi-agency working group to streamline case management of mental health cases.

This year the Parole Board achieved an 80% response rate in the annual staff survey (74% in 2018/19), with a 66% overall engagement score (56% in 2018/19). These results demonstrated a significant improvement from last year. The results continued to guide the work of the EIR and SLT. For example, the Parole Board has improved internal communications, particularly during the Coronavirus pandemic, where staff and members both received daily communications. The Chief Operating Officer held regular drop in sessions for members and staff where they could raise matters and share ideas. The introduction of a new SharePoint for members will be welcomed in early 2020/21 as a tool for greater communication.

8. Sickness absence data

The Average Number of Working Days Lost (AWDL) due to sickness for staff at the Parole Board was 2.3 for 2019/20 (5.6 for 2018/19). The decrease was largely driven by the introduction of an improved flexible working policy. Progress is monitored regularly by the People Hub and SLT.

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 factor.

The Parole Board is signed up to the Disability Confidence Scheme and are level one committed. The appointment of members is the responsibility of the Secretary of State. Parole Board members are provided with training and guidance to act fairly when considering cases.

The Equality and Diversity Advisory Group is chaired by Caroline Corby, the Chair of the Parole Board. The group reviews initiatives within the Parole Board secretariat and the membership, as well as wider aspects related to fairness to those engaged in the parole process, for example prisoners and victims.

9.1 Staff and management

As at 31 March 2020:

- The MC was made up of nine members, three female and six males.
- The Parole Board had only one member of staff at Senior Civil Servant (SCS) level, who sits on the MC and is therefore included above.
- The Parole Board employed 141 staff members (135.9 FTE), 96 Female (91.9 FTE), 45 Male (44.0 FTE).
- Of those who declared their ethnicity 52% were white and 48% BAME.
- Of those who declared whether they were disabled 9% were, and 91% were not.

9.2 Members

According to information recorded on our systems, 205 members responded to declarations regarding ethnicity, disability and gender.

- Of the 205 who declared their gender, 84 were male (41%) and 121 female (59%).
- Of the 205 who declared their ethnicity 24 were BAME, which represents 12%.
- Of the 205, 34 declared a disability, which represents 17%.

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.

11. Staff redeployments

There were no staff redeployments relating to Brexit or Coronavirus in 2019/20.

i. Audited Losses and Special Payments

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

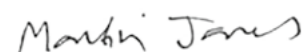
	Number	2019/20 £'000	Number	2018/19 £'000
Compensation payments to prisoners	131	134	230	218
Extra-contractual payment	1	1	-	-
Constructive loss	-	-	-	-
Total	132	135	230	218

ii. Audited Remote Contingent Liabilities

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

There are no remote contingent liabilities at 31 March 2020.

Martin Jones



Chief Executive and Accounting Officer
13 July 2020

Opinion on financial statements

I certify that I have audited the financial statements of the Parole Board for the year ended 31 March 2020 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 Parole Board's affairs as at 31 March 2020; 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 have nothing to report in respect of the following matters in relation to which the ISAs (UK) require me to report to you where:

- the Parole Board's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Parole Board have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Parole Board's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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 financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Conclude on the appropriateness of the Parole Board'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. If I conclude that a material uncertainty exists, I am required to draw attention in my 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 report. However, future events or conditions may cause the Parole Board to cease to continue as a going concern.

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

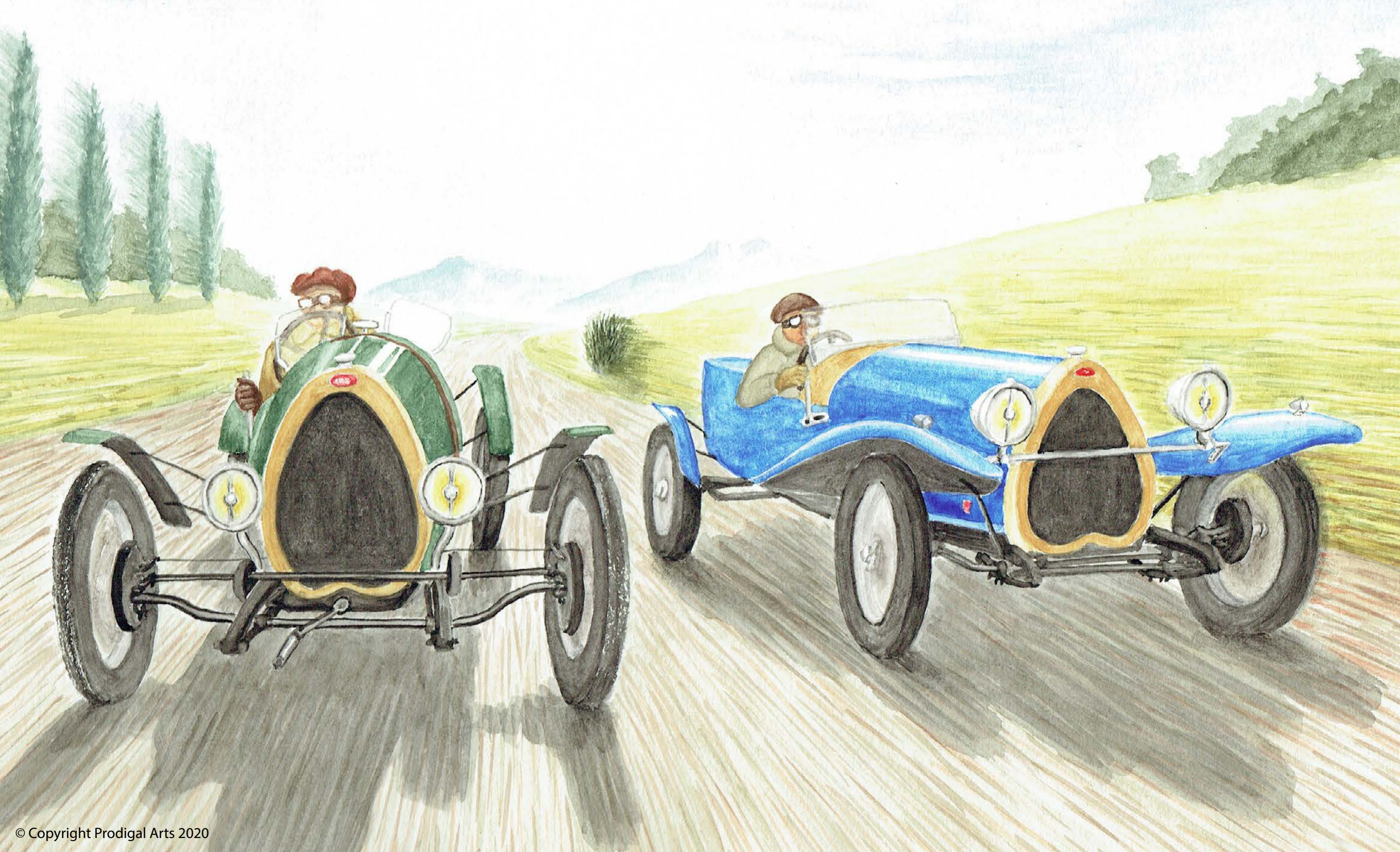
Report

I have no observations to make on these financial statements.

Gareth Davies
Comptroller and Auditor General
17 July 2020

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 2020

	Notes	2019/20 £'000	2018/19 £'000
Expenditure			
Staff and member costs	2	14,645	13,365
Other operating costs	3	4,412	4,116
Net loss on disposal of assets	3	8	-
Net expenditure for the year		19,065	17,481
Other Comprehensive Net Expenditure			
Net (gain)/loss on revaluation of:			
Property, plant and equipment	4	(5)	(7)
Intangible assets	5	(1)	-
Total Comprehensive net expenditure		19,059	17,474

The notes on pages 60 to 68 form part of these accounts.

Statement of Financial Position

as at 31 March 2020

	Notes	2019/20 £'000	2018/19 £'000
NON-CURRENT ASSETS			
Property, plant and equipment	4	879	976
Intangible assets	5	82	114
Total non-current assets		961	1,090
CURRENT ASSETS			
Trade and other receivables	6	350	320
Cash at bank	7	195	122
Total current assets		545	442
TOTAL ASSETS		1,506	1,532
CURRENT LIABILITIES			
Trade and other payables	8	(1,952)	(2,373)
Provisions	9	(259)	(203)
Total current liabilities		(2,211)	(2,576)
Total assets less total liabilities		(705)	(1,044)
TAXPAYERS' EQUITY			
General Fund		(724)	(1,061)
Revaluation Reserve		19	17
Total Equity		(705)	(1,044)

The notes on pages 60 to 68 form part of these accounts.

Martin Jones

Martin Jones
Chief Executive and Accounting Officer
13 July 2020

Statement of Cash Flows

for the year ended 31 March 2020

	Notes	2019/20 £'000	2018/19 £'000
Cash flows from operating activities			
Net expenditure for the year		(19,065)	(17,481)
Adjustments for non-cash transactions:			
– MoJ overhead recharges	3	615	619
– Depreciation, amortisation and write offs	3	208	222
– Provisions provided in the year (net of releases)	9	428	129
– Impairment of Property, Plant & Equipment	4	–	22
– Impairment of Intangible Asset	5	–	16
Movement in trade and other receivables	6	(30)	(134)
Movement in trade and other payables	8	(421)	(1,776)
Movements in payables not passing through SoCNE		13	14
Utilisation of provisions	9	(372)	(132)
Net cash outflow from operating activities		(18,624)	(18,501)
Cash flows from investing activities			
Purchase of property, plant and equipment	4	(73)	(13)
Purchase of intangible assets	5	(13)	(31)
Net cash outflow from investing activities		(86)	(44)
Cash flows from financing activities			
Grant-in-aid received from Ministry of Justice		18,783	17,431
Net cash inflow from financing activities		18,783	17,431
Net increase/(decrease) in cash and cash equivalents in the year		73	(1,114)
Cash and cash equivalents at the beginning of the year		122	1,236
Cash and cash equivalents at the end of the period	7	195	122

The notes on pages 60 to 68 form part of these accounts.

Statement of Changes in Taxpayers' Equity

for the year ended 31 March 2020

	General Fund £'000	Revaluation Reserve £'000	Total £'000
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)
Changes in taxpayers' equity – 2019/20			
Net expenditure for the year	(19,065)	–	(19,065)
Grant-in-aid towards expenditure	18,783	–	18,783
Grant-in-aid received, being soft recharge of overheads	615	–	615
Revaluation of property, plant and equipment	–	5	5
Revaluation of intangible assets	–	1	1
Transfers between reserves	4	(4)	–
Balance at 31 March 2020	(724)	19	(705)

The notes on pages 60 to 68 form part of these accounts.

Notes to the Accounts

1. Statement of accounting policies

a) Accounting convention

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

These financial statements have been prepared in accordance with the 2019/20 *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 Ministry of Justice. 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 no new accounting standards adopted in the year ended 31 March 2020.

International Financial Reporting Standards (IFRS) 16 Leases

IFRS 16 provides a single lessee accounting model, requiring lessees to recognise assets and liabilities for all leases unless the lease term is 12 months or less,

or the underlying asset is of low value. The assets, to be described as "right of use" assets, will be presented under Property, Plant and Equipment. Implementation of the standard in the public sector has been delayed: it will now be effective from the financial year beginning 1 April 2021.

The new standard will change the way the Parole Board recognises, measures, presents and discloses leases that it holds; however, it will not 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 Parole Board. These costs are recorded in the Statement of Comprehensive Net Expenditure to report the full cost of the Parole Board's operations and the funding for these costs is included in grant-in-aid credited to reserves.

e) Other costs met by the Ministry of Justice

The Ministry of Justice provides the Parole Board with accommodation, facilities management and corporate services. Such services are recorded as a notional charge in the Statement of Comprehensive Net Expenditure to report the full cost of the Parole 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

There was a change in the capitalisation threshold with regards to Property, Plant and Equipment (PPE) and Intangible assets (IA), effective from 1 April 2019.

Tangible and intangible non-current assets are capitalised when the original purchase price is £10,000 or over and they are held for use on an ongoing basis. Where significant purchases of individual assets which are separately below the capitalisation threshold arise in connection with a single project, they are treated as a grouped asset. The capitalisation threshold for grouped assets is £10,000. Prior to this the threshold was £1,000 for individual assets and £5,000 for grouped assets. The change provides alignment with other entities in the Ministry of Justice and consistency in accounting treatment.

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

g) Depreciation and amortisation

- Information technology hardware and software: depreciation is provided on a straight-line basis, at rates calculated to write off the purchase costs over three years on hardware and software licenses
- The casework management system, was amortised over five years
- Furniture & 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 & 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

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

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

n) Value Added Tax

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

o) Key judgements & estimations

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

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

	2019/20 £'000	2018/19 £'000
Permanent staff		
Salaries and wages, including overtime	3,854	3,467
Pension contributions	936	589
Social security costs	409	348
Total permanent staff	5,199	4,404
Seconded Staff	540	234
Agency staff	220	453
Parole Board Members' Fees		
Fees	7,797	7,341
Social security costs	889	933
Total for members Fees	8,686	8,274
Total	14,645	13,365

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

	2019/20 £'000	2018/19 £'000
Legal and compensation costs	389	688
Travel and subsistence – Members	932	992
Travel and subsistence – Staff	59	41
Casework Management System running costs	1	9
Stationery and printing	41	54
Information technology costs	1,156	905
Members' training	36	51
Staff training	63	15
Audit fees – internal audit	30	30
Audit fees – external audit (NAO)	65	60
Operating leases	26	(2)
Professional fees	6	–
Shared service & other costs	365	274
Non-cash items:		
– Provision expense	428	129
– Depreciation and amortisation	200	213
– Impairment of Property, Plant and Equipment	–	22
– Impairment of Intangible Assets	–	16
– Net loss on disposal of Property, plant and equipment	8	–
Costs met by the Parole Board	3,805	3,497
Costs incurred by the Parole Board but settled by the Ministry of Justice: (Non-cash costs)		
Accommodation and other common services	615	619
Total Other operating costs	4,420	4,116

4. Property, plant and equipment

Movements in 2019/20				
	Furniture £000	IT hardware £000	Assets under construction £000	Total £000
Cost or valuation				
At 1 April 2019	1	1,488	–	1,489
Additions	–	–	73	73
Disposals	(1)	(293)	–	(294)
Impairments	–	–	–	–
Revaluations	–	8	–	8
Reclassifications	–	–	–	–
At 31 March 2020	–	1,203	73	1,276
Depreciation				
At 1 April 2019	1	512	–	513
Charged in year	–	172	–	172
Disposals	(1)	(290)	–	(291)
Revaluations	–	3	–	3
At 31 March 2020	–	397	–	397
Carrying value at 31 March 2020	–	806	73	879
Carrying value at 31 March 2019	–	976	–	976
Movements in 2018/19				
	Furniture £000	IT hardware £000	Assets under construction £000	Total £000
Cost or valuation				
At 1 April 2018	1	1,486	–	1,487
Additions	–	13	–	13
Disposals	–	–	–	–
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

5. Intangible assets

Movements in 2019/20				
	IT Software £000	Casework Management System £000	Development costs £000	Total £000
Cost or valuation				
At 1 April 2019	285	1,630	9	1,924
Additions	–	–	–	–
Disposals	(150)	(1,630)	–	(1,780)
Revaluations	2	–	–	2
At 31 March 2020	137	–	9	146
Amortisation				
At 1 April 2019	185	1,625	–	1,810
Charged in year	28	–	–	28
Disposals	(150)	(1,625)	–	(1,775)
Revaluations	1	–	–	1
At 31 March 2020	64	–	–	64
Carrying value at 31 March 2020	73	–	9	82
Carrying value at 31 March 2019	100	5	9	114
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

Please see accompanying note to table 4 & 5 on the following page.

Note to accompany table 4 & 5 on pages 64-65: The capitalisation threshold for all assets is £10,000, effective from 1 April 2019. This was increased from £1,000 for individual assets and £5,000 for grouped assets. The impact of this change was £3k, this is not material therefore prior year balances have not been restated

6. Trade and other receivables

Amounts falling due within one year

	2019/20 £'000	2018/19 £'000
Staff receivables	6	23
MoJ intra-department receivables	132	56
Other government receivables	93	90
Other Receivables	100	151
Prepayments	19	-
Total	350	320

7. Cash at Bank

	2019/20 £'000	2018/19 £'000
Balance at 1 April	122	1,236
Net change in cash and cash equivalent balances	73	(1,114)
Balance at 31 March	195	122
Total cash held at Government Banking Service	195	122

8. Trade and other payables

Amounts falling due within one year

	2019/20 £'000	2018/19 £'000
Tax and social security	401	385
Trade payables	13	2
Other payables	108	132
Accrued holiday pay	71	50
Accruals	784	1,088
Intra-department payables	575	716
Total	1,952	2,373

9. Provisions for liabilities and charges

Balance at 31 March 2019	203
Provided in the year	428
Provisions utilised in the year	(372)
Balance at 31 March 2020	259

The provisions relate to legal claims (£78k) and claims from prisoners for compensation (£181k) in relation to delays in parole hearings. In 2019/20, there was an £84k reduction in compensation payments to prisoners.

The legal provision relates to claims resulting from judicial reviews where it is considered that it is more likely than not that the claim will be successful and the amount of the entitlement can be reliably estimated.

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

The amount provided for represents the best estimate of the 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 2020.

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

a. The proportion of eligible claimants from whom it is probable a claim will be received

b. The proportion of claims that are successful

c. 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 £60k to £241k.
- A 10% decrease in each of the three assumptions would, taken together, decrease the value of the provision by £49k to £132k.

10. Related party transactions

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

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

No Parole Board members or senior executives of the Parole Board undertook any activities that gave rise to related party transactions during the 2019/20 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.

	2019/20 £'000	2018/19 £'000
Payments due within one year	11	16
Payments due within 2–5 years	–	11
Total	11	27

There were no commitments falling due after five years.

12. Financial instruments

The Parole Board has no borrowings and relies on grant-in-aid from the Ministry of Justice for its cash requirements, and is therefore not exposed to significant liquidity, currency or market risk. Receivable balances relate primarily to amounts owed by other parts of the public sector and hence credit risk is low.

13. Contingent liabilities

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

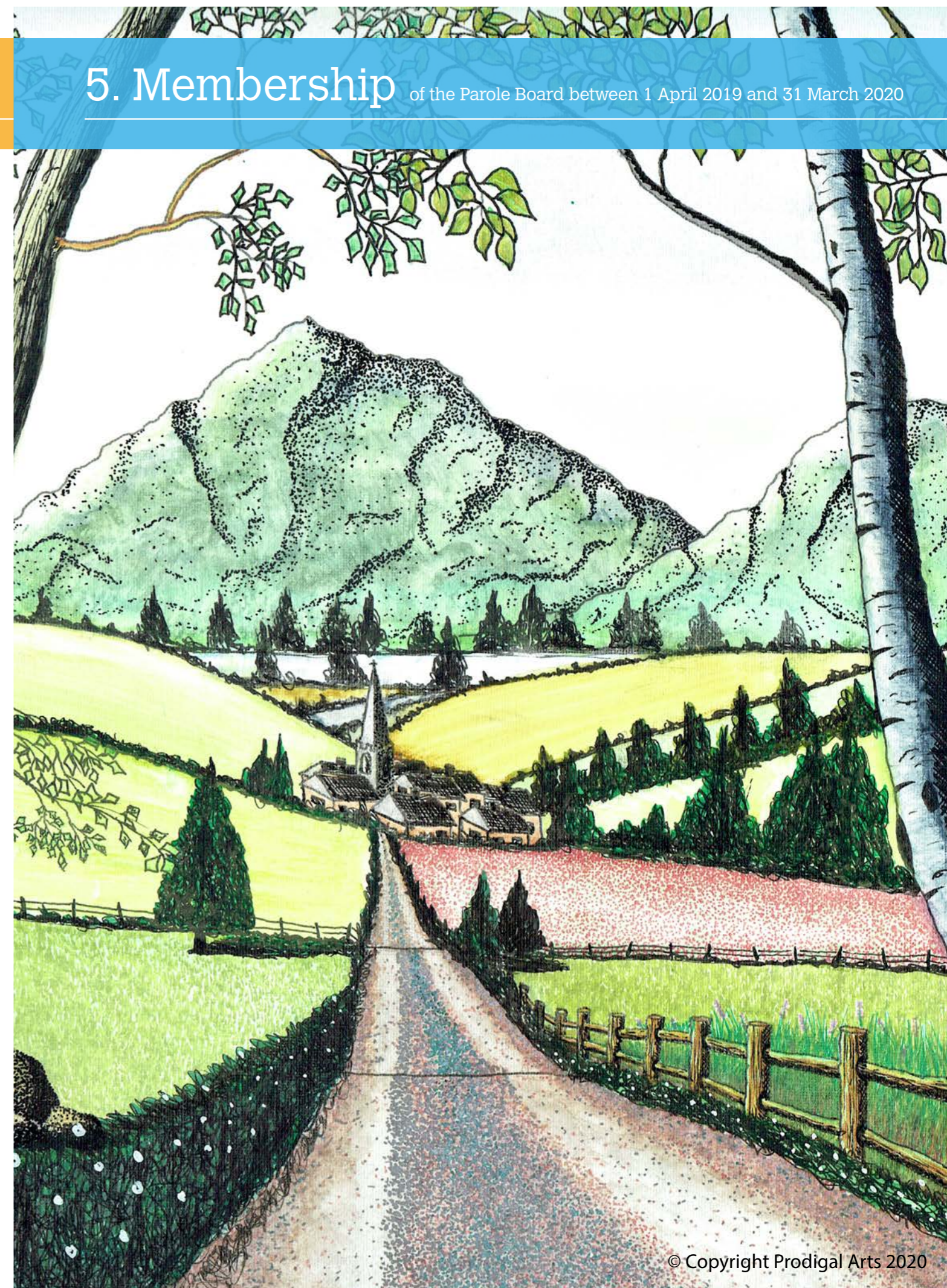
A provision has been made for the level of compensation claims and legal costs that it is estimated the Parole Board is likely to have to settle.

In addition to this there are potential claims that are deemed less likely to proceed, but which nevertheless may materialise. The outflow, where these claims to be successful, is currently estimated at £1.36m (2018/19 £1.29m).

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.



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

There were 269 members in 2019/20, in totality. As at 31 March 2020, there were 264.



151 Independent Members

56 Judicial Members

42 Psychologist Members

20 Psychiatrist Members

***In 2019/20 there were 90 Panel Chairs (all of whom have an * after their name to identify this)**

PAROLE BOARD CHAIR & VICE CHAIR

Caroline Corby

Parole Board Chair
Appointed October 2018

His Honour Peter Rook QC

Judicial Member (Vice Chair from February 2020)
Appointed 2020

His Honour Sir John Saunders QC*

Judicial Member (Vice Chair until February 2020)
Appointed 2016

INDEPENDENT MEMBERS

Lindsay Addyman JP*

Previous appointments 1987–91, 1992–98, 2000–10.
New tenure 2012, reappointed 2017.

Maneer Afsar

Appointed 2019

Sarfraz Ahmad

Appointed 2017

Shazia Ahmed

Appointed 2016, reappointed in 2019.

Iftekhar Ahmed

Appointed 2019

Sally Allbeury

Appointed 2017

Aysha Allibhaye JP

Appointed 2019

Simon Ash QPM*

Appointed 2012, reappointed 2017

Nicola Auguste

Appointed 2017

Dawn Baker MA, DipSW*

Appointed 2012, reappointed 2017

Richard Baldwin*

Appointed 2009. Tenure extended 2019–21

Pamela Baldwin*

Appointed 2010, reappointed 2013, reappointed 2018

Katy Barrow*

Appointed 2016, reappointed 2019

Richard Bayly

Appointed 2019

Kerrie Bell*

Appointed 2012, reappointed 2017

Geraldine Berg OBE JP

Appointed 2012, reappointed 2017

Zaiada Bibi

Appointed 2019

Sarah Bodell JP, MSc, BSc

Appointed 2019

Malcolm Brain

Appointed 2019

Graham Bull*

Appointed 2006. Tenure extended 2016–17.
New tenure 2017

Daniel Bunting*

Appointed 2016, reappointed 2019

Derek Bray

Appointed 2019

Marcia Brooks

Appointed 2019

Joanna Cain

Appointed 2017

Paul Cavadino*

Appointed 2010, reappointed 2018

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

Appointed 2016, reappointed 2019

Joanne Chambers

Appointed 2016, reappointed 2019

Jane Christian BA (Hons), MPH*

Appointed 2009. Tenure extended 2019–21

Lyn Cole

Appointed 2019

Peter Coltman BA (Hons), MA*

Appointed 2010, reappointed 2018

Rachel Cook

Appointed in 2016, reappointed 2019

Michelle Coulson LLB (Hons) LLM (Hons)

Appointed 2016, reappointed 2019

Amy Coyte*

Appointed 2017

Rachel Craven

Appointed 2019

Michael Crewe

Appointed 2010, reappointed 2018

Geoff Crowe BSc (Hons), MSc*

Appointed 2010, reappointed 2018

Dr Andrew Dale BA (Hons) MA PhD*

Appointed 2012, reappointed 2017

Dr Sue Dale*

Appointed 2005. Tenure extended 2015–17.
New tenure 2017

Malcolm Davidson BA (Hons), BSc, MSc*

Appointed 2005. Tenure extended 2015–2017.
New tenure 2017

Angharad Davies

Appointed 2016, reappointed 2019

Victoria Doughty*

Appointed 2010 (sabbatical from 2019)

Roland Doven MBE JP

Previous appointment 1997–2006.
New tenure 2012, reappointed 2017

Jo Dowling*

Appointed 2016, reappointed 2019

Jacki Duff*

Appointed 2016, reappointed 2019

Margaret Dunne

Appointed 2010, reappointed in 2018

Robert Edmondson-Jones MBE

Appointed 2016, reappointed 2019

Sir Stewart Eldon KCMG, OBE*

Appointed in 2010. Reappointed in 2013 & 2018

Annalise Elliot BA (Hons), MSc

Appointed 2010. Reappointed in 2013 & 2018.
Resigned 2020

Christopher Emerson*

Appointed 2012, reappointed 2017

Hedd Emrys-Vine*

Appointed 2016, reappointed 2019

Melanie Essex

Appointed 2016, reappointed 2019

Stefan Fafinski* LLB, MA (Cantab), PhD

Appointed 2017

Victoria Farmer*

Appointed 2016, reappointed in 2019

Kay Fielding*

Appointed 2012, reappointed 2017

Sue Finn

Appointed 2010, reappointed 2013

Sian Flynn* MSt. Cantab, BA (SS)

Appointed 2005. Tenure extended 2015–17.
New tenure 2017

Paul French

Appointed 2017

Chris Fry

Appointed 2017

Lucy Gampell* OBE

Appointed 2009. Tenure extended 2019–21

Paulene Gandhi

Appointed in 2016, reappointed 2019

Stephen Garrett OBE

Appointed 2019

Philip Geering

Appointed 2012, reappointed in 2017

David Gravells BA (Hons) MSc JP

Appointed 2019

Kevin Green*

Appointed 2010. Reappointed 2013 & 2018

Ronno Griffiths*

Appointed 2009. Tenure extended 2019–21

Alan Harris*

Appointed 2005. Tenure extended 2015–17.
New tenure 2017

Kirsten Hearn

Appointed 2012, reappointment 2017

Andrew Henwood

Appointed 2012, reappointment in 2017

Glyn Hibberd*

Appointed 2009. Tenure extended 2019–21

Joanna Hinds

Appointed 2019

Philip Hindson

Appointed 2017

Gill Hirst BA (Hons), MA, CQSW

Appointed 2017

John Holt

Appointed 2010. Reappointed 2013 & 2018

Jane Horwood QPM

Appointed in 2010. Reappointed 2013 & 2018

Rebecca Hunt* BA (Hons), MA Social Work

Appointed 2010. Reappointed in 2013 & 2018

Damian Hughes

Appointed 2019

Akeel Hussain

Appointed 2019

Murad Hussain

Appointed 2019

Sara Johnson

Appointed 2019

Chitra Karve*

Appointed 2010

Mark Lacey*

Appointed 2010

Lisa Lamb BSc (Hons) MSc

Appointed 2017

Timothy Lawrence*

Appointed 2017

Christine Lawrie

Appointed 2016, reappointed 2019

Heidi Leavesley*

Appointed 2009. Tenure extended 2019–21

Susan Lewis* MBA, BA (Hons), DipSW

Appointed 2010

Bill Mayne*

Appointed 2005. Tenure extended 2015–17.
New tenure 2017

Bryan McAlley QGJM, BSc (Hons), CQSW

Appointed 2010. Reappointed 2013 & 2018

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

Appointed 2009. Tenure extended 2019–21

Siobhan McBride

Appointed 2017

Fran McGrath

Appointed 2017

Stephanie McIntosh

Appointed 2013, reappointed 2018

Robert McKeon*

Appointed 2012, reappointed 2017

Michael Mellun

Appointed 2019

Tom Millest*

Appointed 2010, reappointed 2018

Clare Mitchell*

Appointed 2005. Tenure extended 2015–17.
New tenure 2017

Elaine Moloney

Appointed 2016, reappointed 2019

Jenny Mooney

Appointed 2019

Steve Murphy CBE

Appointed 2010. Reappointed 2013 & 2018

David Mylan* BSc, LLM

Appointed 2009. Tenure extended 2019–21

Celeste Myrie*

Appointed 2009. Tenure extended 2019–21

Kate Nickels

Appointed 2018

Lynn O'Malley

Appointed 2017

Vicky Pails

Appointed 2019

Shubhada Patil

Appointed 2019

Douglas Paxton* BA QPM

Appointed 2016, reappointed 2019

Alison Pearson

Appointed 2016, reappointed 2019

Steve Pepper* MA, BA (Hons)

Appointed 2010

Rachel Pickering

Appointed 2019

Jenny Portway*

Appointed 2010, tenure extended 2020

Bernard Postles* QPM, BSc (Hons)

Appointed 2010

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

Appointed 2017

Sue Power* MSt (Cantab) – Probation

Appointed 2010

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

Appointed 2016, reappointed 2019

Margaret Prythergch BA (Hons), M.Phil

Appointed 2016, reappointed 2019

Sukbinder Rai

Appointed 2019

Elizabeth Rantzen*

Appointed 2016, reappointed 2019

Colin Reeve, JP

Appointed 2010. Reappointed 2013 & 2018

Jennifer Rogers

Appointed 2010. Reappointed 2013 & 2018

Rachel Robertson

Appointed 2019

Sally Rowen LLB (Hons), MSc

Appointed 2010. Reappointed 2013 & 2018

Jayne Salt

Appointed 2017

Karol Sanderson

Appointed 2016, reappointed 2019

Lisa Sanderson

Appointed 2016, reappointed 2019

Victoria Scott

Appointed 2016, reappointed 2019

Alice Sims MA (Cantab)

Appointed 2017

Rebecca Sims

Appointed 2017

Robert Smith*

Appointed 2017

Sue Smith*Appointed 2005. Tenure extended 2015–17.
New tenure 2017**Aikta-Reena Solanki***

Appointed 2012, reappointed December 2017

Nigel Stone

Appointed 2010. Reappointed 2013 & 2018

Jennie Sugden*

Appointed 2010. Reappointed 2013 & 2018

Kay Taylor

Appointed 2017

Kay Terry* BSc MScPrevious appointment 2002–09. New appointment
2010, reappointed 2013**Ilana Tessler***Appointed 2005. Tenure extended 2015–17.
New tenure 2017**Julia Thackray**

Appointed 2017

Jo Thompson*

Appointed 2010

Rose Thompson MA, LL.M, LPC, RGN

Appointed 2010, reappointed 2018

Jane Thomson* MAEd, BEd (Hons), ChMCIPD

Appointed 2012, reappointed 2017

Carol Trimmer

Appointed 2017

**Aruna Walsh* BA (Hons) and Diploma
in Marketing**

Appointed 2009. Tenure extended 2019–21

Vinnett Walsh

Appointed 2019

Bill Warren MBEAppointed 2016, reappointed 2019
(sadly passed away 2020)**David Watson***

Appointed 2012, reappointed 2017

Sarah Wells

Appointed 2016, reappointed 2019

Jeremy Weston QC

Appointed 2016, reappointed 2019

Alan Whiffin*

Appointed 2010, reappointed 2018

Bernadette Wilkinson*

Appointed 2012, reappointed 2017

Cassie Williams*

Appointed 2016, reappointed 2019

Sheila Wright

Appointed 2019

JUDICIAL MEMBERS**His Honour Anthony Ansell, Retired Judge***

Appointed 2016, reappointed 2019

His Honour Graham Arran, Retired Judge

Appointed 2018

Her Honour Pamela Badley, Retired Judge*

Appointed 2016, reappointed 2019

**His Honour Judge Anthony Bate
(Serving Judge)***

Appointed 2010, reappointed 2018

**Her Honour Judge Bernadette Baxter
(Serving Judge)**

Appointed 2019

**Her Honour Judge Rebecca Crane
(Serving Judge)**

Appointed 2019

**His Honour Judge Martin Beddoe
(Serving Judge)***

Appointed 2010, reappointed 2013 & 2018

Sir David Calvert-Smith, Retired JudgeAppointed 2017. (Previous Parole Board
appointments: 2012–2016 Chairman)**His Honour Roger Chapple, Retired Judge**

Appointed 2016, tenure ended 2019

His Honour Nick Coleman, Retired Judge*

Appointed 2004–14. New tenure 2017

His Honour Graham Cottle, Retired Judge

Appointed 2010. Sadly passed away

His Honour Stephen Dawson, Retired Judge

Appointed 2016, reappointed 2019

His Honour John Dowse, Retired Judge

Appointed 2016, reappointed 2019

**Her Honour Judge Ruth Downing
(Serving Judge)**

Appointed 2019

His Honour John Evans, Retired Judge

Appointed 2016. Tenure ended 2019

Mr Justice Roderick Evans, Retired Judge*

Appointed 2012, reappointed 2018

**His Honour Judge David Farrell QC
(Serving Judge)**

Appointed 2019

**Her Honour Judge Vanessa Francis
(Serving Judge)**

Appointed 2019

**His Honour Alan Goldsack QC, DL,
Retired Judge**

Appointed 2009. Tenure ended 2019

His Honour Peter Grobel, Retired Judge

Appointed 2016, reappointed 2019

His Honour John Hand, Retired Judge

Appointed 2018

His Honour John Harrow, Retired Judge*

Appointed 2016, reappointed 2019

His Honour Simon Hammond, Retired Judge

Appointed 2016, tenure ended 2019

His Honour Peter Jones, Retired Judge

Appointed 2018

**His Honour Judge Andrew Jefferies QC
(Serving Judge)**

Appointed 2019

**His Honour Geoffrey Kamil* CBE,
Retired Judge**

Appointed 2010. Reappointed 2013 & 2018

**Her Honour Judge Louise Kamill
(Serving Judge)***

Appointed 2010, reappointed 2013 & 2018

**His Honour Roger Kaye, TD QC LLB FCI Arb
FRSA, Retired Judge**

Appointed 2018

Her Honour Anne Kiernan, Retired Judge

Appointed 2018

Sir Timothy King, Retired Judge

Appointed 2019

His Honour Michael Lawson QC, Retired Judge

Appointed 2017

**His Honour Judge Anthony Lowe
(Serving Judge)**

Appointed 2019

His Honour Alistair McCreath, Retired Judge

Appointed 2018

His Honour Bruce McIntyre, Retired Judge*

Appointed 2010. Reappointed in 2013 & 2018

**Her Honour Judge Barbara Mensah
(Serving Judge)**

Appointed 2019

His Honour Clive Million, Retired Judge*

Appointed 2010

His Honour Tony Mitchell, Retired Judge*

Appointed 2010

His Honour Richard O'Rorke, Retired Judge*

Appointed 2010. Reappointed 2013 & 2018.
Tenure extended until 2022

His Honour James Orrell, Retired Judge

Appointed 2018

His Honour David Richardson, Retired Judge

Appointed 2018

His Honour Jeremy Roberts QC, Retired Judge*

Appointed 2010

**His Honour Patrick Edward Robertshaw,
Retired Judge ***

Appointed 2010

His Honour John Rubery, Retired Judge*

Appointed 2010

**His Honour Anthony Rumbelow,
Retired Judge***

Appointed 2010

His Honour Erik Salomonsen, Retired Judge

Appointed 2018

Sir Stephen Silber, Retired Judge

Appointed 2019

His Honour Edward Slinger, Retired Judge*

Appointed 2009. Tenure extended 2019–21

**Her Honour Judge Elizabeth Smaller
(Serving Judge)**

Appointed 2019

His Honour Leslie Spittle, Retired Judge*

Appointed 2010, reappointed 2018

His Honour Patrick Thomas, Retired Judge

Appointed 2018

His Honour Michael Topolski, Retired Judge

Appointed 2018

His Honour Philip Wassall, Retired Judge

Appointed 2017

His Honour Graham White, Retired Judge*

Appointed 2010. Reappointed 2013 & 2018

**His Honour Scott Wolstenholme,
Retired Judge***

Appointed 2010

PSYCHOLOGIST MEMBERS

Fiona Ainsworth

Appointed 2017

Rachel Atkinson

Appointed 2019

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

Appointed 2017

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

Appointed 2017

Claire Barker C. Psychol, AFBPsS

Appointed 2017

Dr Taljinder Basra

Appointed 2019

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

Appointed 2011, reappointed 2016

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

Appointed 2011, reappointed 2016

Linda Blud

Appointed 2017 (Previous Parole Board
appointments: 2004–2012)

Aimee Croft BSc (Hons), ClinPsyD

Appointed 2019

Christopher Dean C.Psychol, AFBPS, CSci

Appointed 2019

Abby Fenton C Psychol

Appointed 2016

Gerhard Fritz

Appointed 2019

Jane Gilbert

Appointed 2016

Dr Roisin Hall C.Psychol, FBPSS

Appointed 2010, reappointed in 2018

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

Appointed 2012, reappointed in 2016

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

Appointed 2011, reappointed 2016

Julia Houston

Appointed 2019

Claire Hunt

Appointed 2011, reappointed 2016

Sarah Khan

Appointed 2011, reappointed 2016

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

Appointed 2010. Reappointed 2013 & 2018

Vivienne Le Fort

Appointed 2018

Dr Sharon K. C. Leicht

Appointed 2011, reappointed in 2016

Dr Victoria Magrath BSc (Hons), ClinPsyD

Appointed 2016

Lindy Maslin

Appointed 2017

Professor Mary McMurrin PhD

Appointed 2016

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

Appointed 2016

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

Appointed 2016

Lorraine Mosson-Jones*

Appointed 2011, reappointed 2016

Dr Brendan O'Mahony CPsychol, CSci, AFBPsS

Appointed 2016

Libby Payne

Appointed 2017

Caroline Preston CPsychol CSci AFBPsS

Appointed 2011, reappointed 2016

Rachel Roper

Appointed 2017

Dr Georgina Rowse BSc (hons). DCLinPsy.

Appointed 2017

Kate Seward

Appointed 2011, reappointed 2016

Noreen Shami

Appointed 2019

Dr Claire Smith

Appointed 2017

Sarah Snuggs

Appointed 2019

Claire Thompson

Appointed 2019

Helen Trinder

Appointed 2010. Reappointed 2013 & 2018

Victoria Tunbridge

Appointed 2019

Sue Vivian-Byrne

Appointed 2003, reappointed 2006 & 2010.
New tenure 2016

PSYCHIATRIST MEMBERS

Dr Luke Birmingham MD MRDPsych

Appointed 2016

Dr Dawn Black MSc, MD, FRCPsych

Appointed 2006, reappointed 2009 & 2012.
Tenure extended 2016–18. New tenure 2018.

Dr Lynne Daly MA MB BChir FRCPsych*

Appointed 2008, reappointed 2011. New tenure 2016

Steffan Davies

Appointed 2018

Mark Earthrowl

Appointed 2018

Sandra Evans

Appointed 2018

Dr Mike Isweran

Appointed 2010. Reappointed 2013 & 2018

Dr Andrew Johns

Appointed 2018

Chris Jones

Appointed 2018

Dr Nick Kosky

Appointed 2018

Dr Tim McInerny

Appointed 2017

Gillian Mezey

Appointed 2018

**Caryl Morgan* MBBS, MRCPsych, MRCPGP,
DCH, PGDL/CPE**

Appointed 2007, reappointed 2012. New tenure 2016

Dr Kevin Murray, FRCPsych

Appointed 2018

Dr Sajid Muzaffar MBBS, LLM, MRCPsych

Appointed 2017

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

Appointed 2008, new tenure 2018

Janet Parrott

Appointed 2018

Dr Huw Stone

Appointed 2016

Dr Amanda Taylor

Appointed 2018

Cleo Van Velsen

Appointed 2018



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6. Glossary



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

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