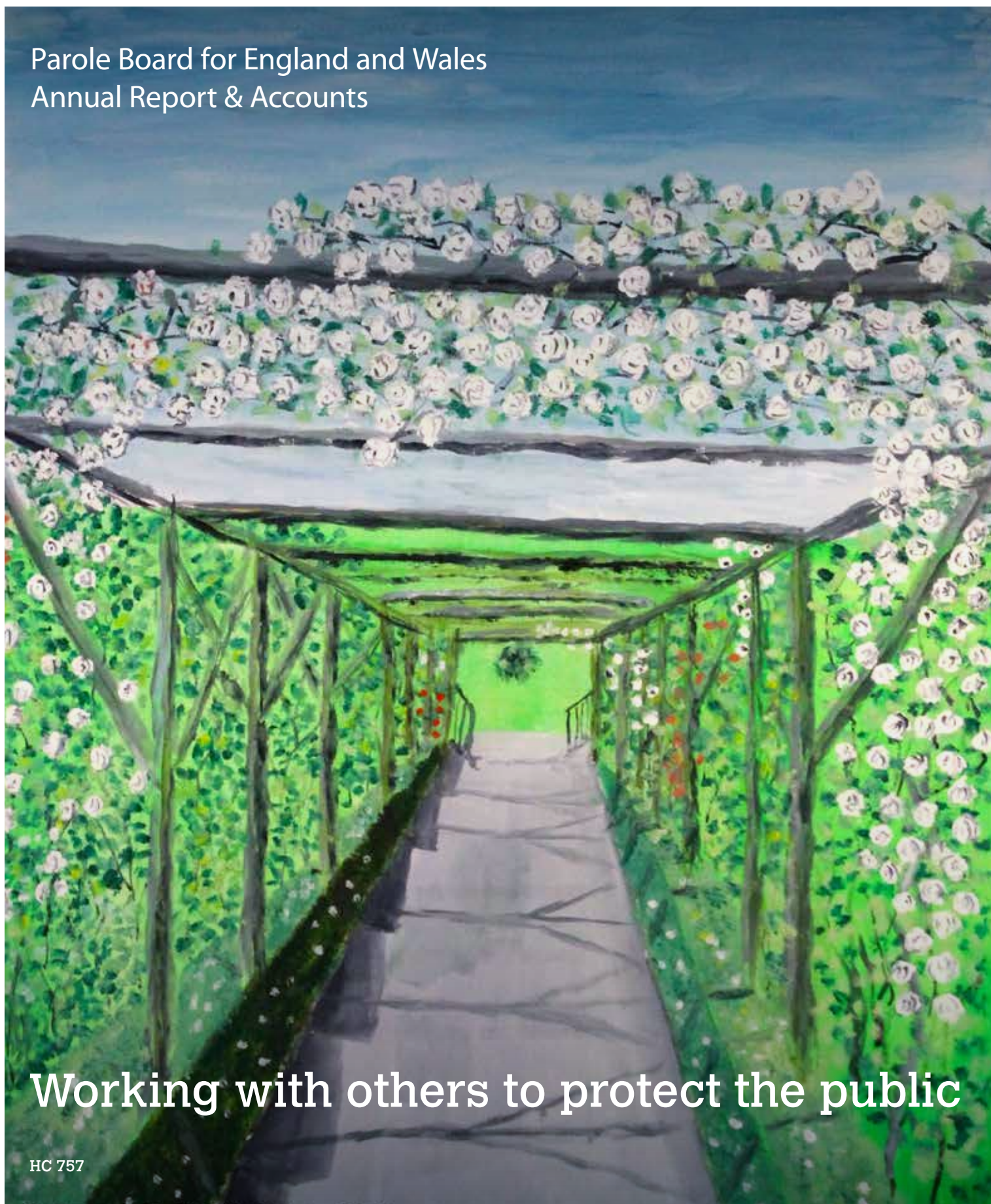


2020/21

the
Parole
Board

working with others
to protect the public

Parole Board for England and Wales
Annual Report & Accounts



Working with others to protect the public

Parole Board for England and Wales

Annual Report and Accounts 2020/21

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

Ordered by the House of Commons to be printed 28 October 2021



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

28 October 2021

I have pleasure in presenting to you the Parole Board's Annual Report and Accounts for 2020/21.

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 2020/21 the Parole Board focused on adapting our processes in light of the COVID-19 pandemic. Despite having to pause all face-to-face hearings for the safety of all participants in March 2020, the Parole Board conducted a record 9,202 oral hearings in 2020/21, the majority via telephone and video.

Although our operating model has changed, we have maintained our strong record on public protection. We directed the release of 4,289 prisoners, however, we also decided that 11,437 prisoners needed to stay in prison for the protection of the public. Thus, in aggregate, fewer than one in four prisoners met our stringent release test. This release rate has remained broadly similar pre and post pandemic.

Despite the challenges posed by COVID-19, the Parole Board continued to focus on increasing the ethnic diversity of our membership, and I am pleased to say that 17% of our membership now declare themselves as coming from a BAME background. This is a welcome step towards our continued diversity strategy.

During 2020/21, the Parole Board also welcomed the outcome of the Tailored Review and the commencement of the Root & Branch review on 20 October 2020.

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

Yours sincerely



Caroline Corby

Parole Board Chair



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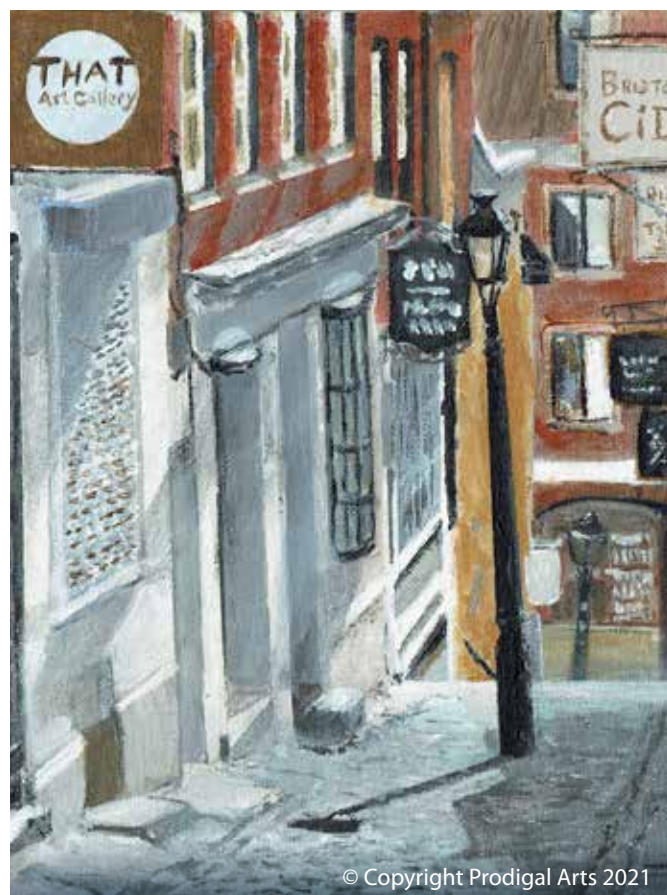
Artwork contained in the Annual Report and Accounts

The prisoner artwork contained within this year's report are courtesy of Prodigal Arts.

Prodigal Arts is a charity that provides opportunities for talented prisoners and ex-offenders to produce and sell artwork created in their own voluntary time as part of their ongoing rehabilitation.

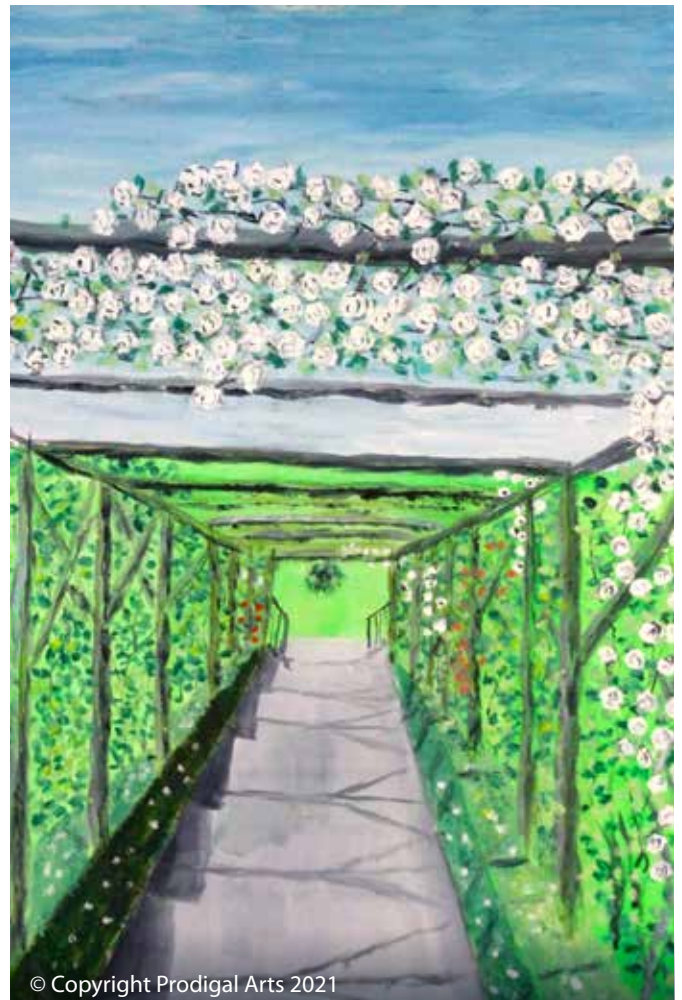
The Parole Board would like to thank Prodigal Arts for allowing it to display the artwork.

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1. Chair & CEO Joint Foreword

a. Statement

2020/21 has been a uniquely challenging year for the Parole Board due to the COVID-19 pandemic. Despite this, the Parole Board has found ways of safely progressing cases and has actually been able to complete more cases than in the previous year.

In March 2020 the difficult decision was taken to pause all hearings in prisons. Since then, staff and members have been required to work from home wherever possible to reduce the spread of the virus. Only a handful of face-to-face hearings have been possible, for those cases that required it. Instead, almost all cases have been progressed through remote hearings or on the papers. The Parole Board was able to move at pace to a virtual model due to its significant investment in IT capability in recent years. However, the Parole Board would also like to record their thanks to HM Prison Service which quickly ramped up its virtual hearing capacity over the last year, enabling the listing of all hearings that required a virtual hearing without building a backlog of cases.

Despite significant changes to its operating model, the release rate has remained stable at roughly one in four prisoners being released following a review of their case by the Parole Board. The Parole Board has also maintained its strong record on public protection. During 2020/21, 0.54% of prisoners released by the Parole Board were alleged to have committed a Serious Further Offence. This compares favourably with other parole jurisdictions around the world; however, each case is of concern and is thoroughly reviewed to ensure that any learning takes place.

By the end of the reporting year:

- In spite of COVID-19, 9,202 hearings took place almost all via video or telephone, the highest number of hearings ever held.
- A record 16,443 cases were concluded.
- 4,289 prisoners were released, whilst 11,437 remained in prison for the protection of the public.
- Against every metric, the number of cases awaiting a Parole Board assessment was down noticeably (with 50% fewer cases awaiting an initial paper assessment at the Member Case Assessment Stage: and 25% fewer cases awaiting a hearing date).

Whilst the primary focus has been progressing cases remotely; a huge amount of other work has taken place:

- The Parole Board has trained 46 new Panel Chairs to ensure there was sufficient members to meet future business demand.
- 66 new members joined the Parole Board and have been trained and inducted remotely.
- The Parole Board has continued to improve the diversity of its membership and the percentage of members recorded as being from a BAME background has now increased to 17%.
- Training has continued to be delivered digitally; including some vital further training to ensure the Parole Board is able to appropriately deal with terrorism cases.
- The Parole Board has issued new up to date guidance to its members including updated guidance on the Prisoner (Disclosure of Information about Victims) Act 2020.
- 6,066 summaries have been requested by victims and 351 reconsideration applications have been processed.
- The Parole Board has provided significant input to the Tailored Review of the Parole Board and the Root and Branch Review of the parole system.

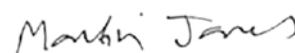
The conclusions of the Root and Branch Review are particularly important to the Parole Board; and is a unique opportunity. The review will result in changes to the system and the Parole Board's constitution that further improve efficiency and effectiveness.

Finally, the Parole Board would like to record its thanks to its members and staff. 2020/21 has not been an easy year and everybody has responded to the challenges in an exemplary fashion.

Two directors of the Management Committee, Dale Simon and Simon Ash, stepped down in 2020/21 following the completion of their six year terms. Dale and Simon made significant contributions to the work of the Parole Board and will be much missed.



Caroline Corby, Chair



Martin Jones CBE, CEO



“ In spite of COVID-19, 9,202 hearings took place, almost all via video or telephone, the highest number of hearings ever held. ”

b. Headlines from 2020/21

i) COVID response

The over-riding priority and biggest challenge during 2020/21 has been the Parole Board's response to COVID-19. Through strong leadership and hard work with other agencies, the Parole Board was able to continue to make effective decisions and accelerate the progression of cases via paper assessments and remote hearings. The Parole Board is expecting to mainstream the learning from the last year into its future operating model.

ii) Dealing with terrorism cases

Ensuring the Parole Board is able to deal effectively and fairly with those convicted of terrorism offences goes right to the heart of its role in protecting the public. Following the Terrorist Offenders (Restriction of Early Release) Act 2020, the Parole Board has ensured that increased numbers of members are trained and ready to deal with these cases. The Parole Board has also forged strong links with other agencies to ensure that decisions are informed by the fullest possible information on risk.

iii) Reviewing the parole system

On 20 October 2020 the Parole Board welcomed the outcomes of the **Tailored Review** which made a number of practical recommendations which should lead to tangible improvements in the parole system. The Parole Board particularly, welcomed the recommendations to set up a Parole System Oversight Board and a new inspection regime. The Parole Board has also embraced the **Root and Branch Review** which provides a welcome opportunity to review recent reforms, clarify its constitution, and look for more fundamental improvements.

iv) Improving transparency

Despite COVID-19 the Parole Board has continued to work to improve transparency of its decision making. This year, 2,067 summaries of its decisions were issued, primarily to victims. The Parole Board welcomed proposals to go further and as per the outcomes of the Root and Branch Review are exploring the potential to hold fully public hearings and improve victim access to its hearings, with appropriate safeguards. It is notable that its move to remote hearings has facilitated an increase in the number of victims asking to read out their victim personal statements, and the Parole Board will continue to support this as it moves forward.

2. Performance Report



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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.

What are the strategic aims of the Parole Board?

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

1	2	3
 Independence	 Efficiency	 Transparency
The Parole Board makes independent, impartial and quality decisions	The Parole Board works efficiently and effectively and to provide value for money	The Parole Board seeks to be open and transparent as possible

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

Members



333*
Members

208 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 2020 to 2022. The register was reviewed throughout the year by the Audit and Risk Committee to reflect the main risks that the Parole Board was facing at that moment.

* As at 31 March 2021 there were 318 members and 165 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 2021/22 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 2020/21. As grant-in-aid is credited to reserves rather than recognised as income, the Parole Board's financial statements reflect the expenditure to be financed by grant-in-aid.

The Statement of Financial Position shows total net liabilities of £183k as at 31 March 2021, which will be deducted from future receipts of grant-in-aid from the MoJ as the obligations fall due.

The total comprehensive net expenditure by the Parole Board in 2020/21 was

£21,015k
2019/20
£19,059k



(iii) How we Performed

This section covers the key challenges to the delivery of the Parole Board's objectives and how it has performed against these and their underpinning KPIs during 2020/21.

The Parole Board's processes, and performance was impacted by COVID-19 in 2020/21. There is a dedicated section of this report that covers this in more detail on pages 20-21.

The Parole Board makes independent, impartial and quality decisions

■ Achieved
■ On track

■ Requires improvement
■ This was not a reportable KPI in 2020/21

The Parole Board makes independent, impartial and quality decisions	2019/20	2020/21	
95% of cases heard by the Review Committee are found to be justified by the Review Committee	87.5%	85%	—
More than 14% of Parole Board members are from a BAME background by April 2022	13%	17%	^
Staff engagement scores increase by 2% annually	10% increase	4% increase	—
50% more Panel Chairs	*	52%	—

* These KPI's were introduced in 2020/21. A measurement against the KPI has been added, where reportable, for 2019/20 so that there is comparable data to compare.

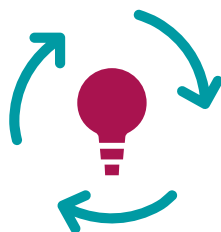
The Parole Board has sought to be independent and impartial and remained committed to ensuring it made quality decisions in 2020/21.

The Parole Board received 18,248 referrals, and made 34,515 interlocutory decisions in 2020/21, in doing so the Parole Board ensured the lawful detention of 11,437 for the protection of the public. Having carefully reviewed the evidence, the Parole Board directed the release of 4,289 people. The overwhelming majority of people progressed or released by the Parole Board are safely managed in the community, however the Parole Board rigorously review every case where an offender is alleged to have committed a serious further offence after release. Identified learning points are also shared with the wider membership.

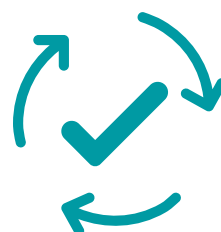
The Parole Board had seen a total of 27 cases heard by the Review Committee over 2020/21, 23 of which were found to be justified with learning or justified with good practice, only 4 cases heard by the Committee did not receive a justified grade.

There has been a continued commitment to increasing the diversity of the Parole Board membership. There have been a number recruitment campaigns in 2020/21, all of which continued to focus on outreach and 'equal merit' provisions. Since 2016, when the Parole Board started implementing its strategy to improve the diversity of its members, it has gone from less than 5% Black, Asian, and minority ethnic (BAME) representation to 17%.

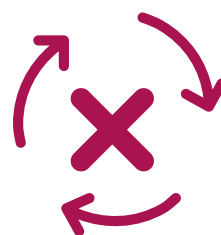
Since the launch of the reconsideration mechanism on 22 July 2019:



351 eligible applications



57 granted
(6 from Secretary of State, 51 from prisoners)



276 refused
(21 from Secretary of State, 255 from prisoners)

In 2020/21 there were 206 eligible applications received (145 in 2019/20). The mechanism allows parties to the case to apply for reconsideration of a parole decision. The Parole Board seeks to ensure that all reconsideration applications have a decision made within 21 days. On average, the Parole Board made a reconsideration decision within 14 days of an application being made in 2020/21. In 2021/22 this will be measured and reported on via a key performance indicator.

The Parole Board's staff engagement score improved by 4% in 2020/21. The overall engagement score was 70%, the highest seen at the Parole Board. Scores improved in almost every category with the exception of "engagement within teams" and "workload" which fell slightly, given the impact of COVID-19 on working remotely and changes to working practices.

Despite COVID-19, a further 46 Panel Chairs were accredited via e-training, bringing the total number of Panel Chairs to 130. This puts the Parole Board in a better position to support its increasing caseload.

b. Performance Analysis

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

The Parole Board works efficiently and effectively and provides value for money	2019/20	2020/21	
90% of decisions are issued within 14 days of the oral hearing with adjournment notices issued in all other cases	* 84%	88%	—
Maintain GPP cases outstanding at less than 20% of active caseload	* 18%	19%	—
95% of cases have a hearing date within 3 months of being made ready to list	YTD average: 85.5%	YTD average: 94%	^
Less than 10% of oral hearings are deferred on the day	YTD average: 6.4%	YTD average: 3%	^
70% of cases conclude on the day	YTD average: 64%	YTD average: 66%	—
In year budget variance is under 1%, with no overall overspend	0.4%	3.2%	v

* These KPIs were introduced in 2020/21. A measurement against the KPI has been added, where reportable, for 2019/20 so that there is comparable data.

The Parole Board has continued to work efficiently and effectively and provide value for money in 2020/21.

A key challenge this year has been ensuring that 90% of decisions are issued within 14 days of the oral hearing, with adjournment notices issued in all other cases. The predominant reason for this is that panels required additional information before concluding a review on the papers. Receiving the information had been problematic in recent months because of the ongoing COVID-19 restrictions across HMPPS, impacting on the time for the decisions to be written within the required timeframes.

The Parole Board introduced a new KPI in 2020/21 to maintain GPP cases outstanding at less than 20% of active caseload. The Parole Board has made improvements to the way in which the availability of witnesses is sought for oral hearings, and the way in which they undertake the monthly listings exercise. This has resulted in the Parole Board now being able to identify hearing dates for GPP cases at the earliest opportunity.

Despite the challenges COVID-19 imposed on oral hearings, the Parole Board was able to ensure that 94% of cases had a hearing date within 3 months of being made ready to list. To achieve this and reduce the number of cases waiting for an oral hearing, the Parole Board undertook a number of reviews of the cases that were ready to list including a review of all determinate recall cases, and those cases requiring a face-to-face hearing.

The Parole Board continues to ensure that less than 10% of oral hearings are deferred on the day. The key driver for success has been the rollout of the Compass principles for members where Panel Chairs are asked to adjourn a case if the hearing is not proceeding in order to retain ownership and responsibility for progression of the case.

The impact of COVID-19 led to an increase in non-compliance of Parole Board directions, leading to less effective oral hearings and subsequent deferrals and/or adjournments. As all parties to the proceedings are subsequently adapting to new remote forms of working, direction compliance is improving. Subsequently, this should increase the percentage of cases concluded on the day in 2021/22.

The budget variance of 3.2% underspend was due to increased remote hearings and the subsequent reduction in travel and subsistence costs due to COVID-19 restrictions.

This approach has maintained case activity and decision making at the Parole Board while operating in an environment where face-to-face meetings are restricted.

The Parole Board seeks to be open and transparent as possible

The Parole Board seeks to be open and transparent as possible	2019/20	2020/21	
95% of summaries are produced within 14 days of the decision being issued	YTD average: 94.4%	YTD average: 79%	—
Parole Board social media content is retweeted and liked at least a 1000 times	*	1,800	—
80% of those involved in Parole Engagement events agree it was helpful	*	Cancelled	—

* These KPIs were introduced in 2020/21. A measurement against the KPI has been added, where reportable, for 2019/20 so that there is comparable data.

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

Since the launch of summaries in May 2018, there have been 6,066 requests in total. The service, predominantly utilised by victims, has proved to be popular. In measuring its performance, the Parole Board aims to ensure that 95% of summaries are produced within 14 days of the decision being issued. During the course of the year, it was apparent that there was a reporting error when measuring the time between a decision being issued and a summary being subsequently produced. This had an adverse effect on the year to date average. For 2021/22, the measurement of this KPI will be corrected to ensure there is an accurate representation of how many summaries are produced within 14 days of a decision being issued.

The impact of COVID-19 halted all face-to-face public engagement in 2020/21, hence why the KPI is marked as cancelled. However, public engagement is now a key part of the work being undertaken by the Public Education strand of the Root and Branch Review.

Victims

Throughout the pandemic the Parole Board has continued to work with victim agencies to better meet the needs of victims. Upon suspension of face-to-face hearings in March 2020, the Parole Board moved swiftly to work closely with the HMPPS Victims Team to ensure victims were still provided with the opportunity to read out their victim personal statements to parole panels, making use of remote technology.

In addition, and in consultation with a range of interested stakeholders, the Parole Board produced a new information leaflet for victims, and an "aide memoire" information sheet to support Victim Liaison Officers.

The Parole Board has a long-standing working relationship with Why me? Restorative Justice and has partnered on a range of initiatives to improve the understanding of restorative justice (RJ) in the context of parole. Guidance on RJ has been produced for Parole Board members and an information leaflet about disclosure of information for parole hearings has been produced for RJ practitioners. The Parole Board was pleased to support the review of the Code of Practice for Victims of Crime published in November 2020, which came into force on 1 April 2021.

(iv) COVID-19 and EU exit impact on performance

Impact of COVID-19 on performance

On 23 March 2020, the Parole Board cancelled all face-to-face oral hearings and had to consider alternative and remote ways of working.

Since 23 March 2020 to 31 March 2021:



* 17,303 paper decisions at the MCA stage and an additional 885 paper decisions following an oral hearing.

The Parole Board introduced a number of processes in light of the pandemic:

- The utilisation of more paper reviews, including multi-member paper assessments
- Remote oral hearings via telephone and video
- Digital member training for new and existing members
- The Determinate Recall Review (DRR)

Following COVID-19 there were 1,228 determinate recall cases that were ready to list and unlikely to receive an oral hearing. The Parole Board formed a DRR process with the aim of reducing the number of cases which needed to be reviewed and ensure that prisoners could still have a timely parole review. These cases were sent to members via a fast tracked paper assessment route, with a particular focus on:

- Whether there were any alternatives to an oral hearing?
- Was there sufficient information to consider a conclusion on papers?
- Could additional information assist a conclusion on papers?
- Could the logistics of the oral hearing be altered, to allow for a swifter review during COVID-19?

The Parole Board was able to progress determinate recall cases via a more streamlined route, catered for such cases. The DRR process allowed these cases to reach conclusion in a more effective way. In reviewing 1,228 recalls, the Parole Board was able to progress a number of cases. For example:

- 432 cases sent to a single member oral hearing
- 206 cases sent to a remote oral hearing
- 70 cases sent to a face to face oral hearing
- 431 cases concluded on the papers (210 released)

The Parole Board plan to conduct further DRR reviews in 2021/22.

Cost implications of COVID-19

Overall, the additional cost implications as a result of COVID-19 have been low over 2020/21, there have been significant reductions in spend due to many reviews taking place remotely with a subsequent reduction in travel and subsistence costs of £874k. In addition, there have been cost savings as a result of other activities like training being carried out remotely instead of in person including a conference for members.

The national Government lockdown began in March 2020 and continued restrictions as a result of COVID-19 impacted on the Parole Board's ability to conduct oral hearings in prisons. As a result of these restrictions Panel Chairs reviewed all of their oral hearing cases to determine whether the hearing could proceed remotely, or whether there was a possibility that with additional information and/or representation from all parties the reviews could be concluded on the papers. This included a review of all determinate recall cases which were ready to list. This was additional work for members, which was not explicitly reflected in the existing Parole Board member fees structure. In order to ensure the members were remunerated for this additional work the Parole Board implemented an additional COVID fees structure at normal member fee rates. These additional costs were offset and not significant when compared with the underspend in travel and subsistence.

The Parole Board also adopted a scheme for advance payments for members in cases of hardship up until June 2020. There was not significant take up by members of this scheme and since it also required repayment of any advance it did not result in any additional cost.

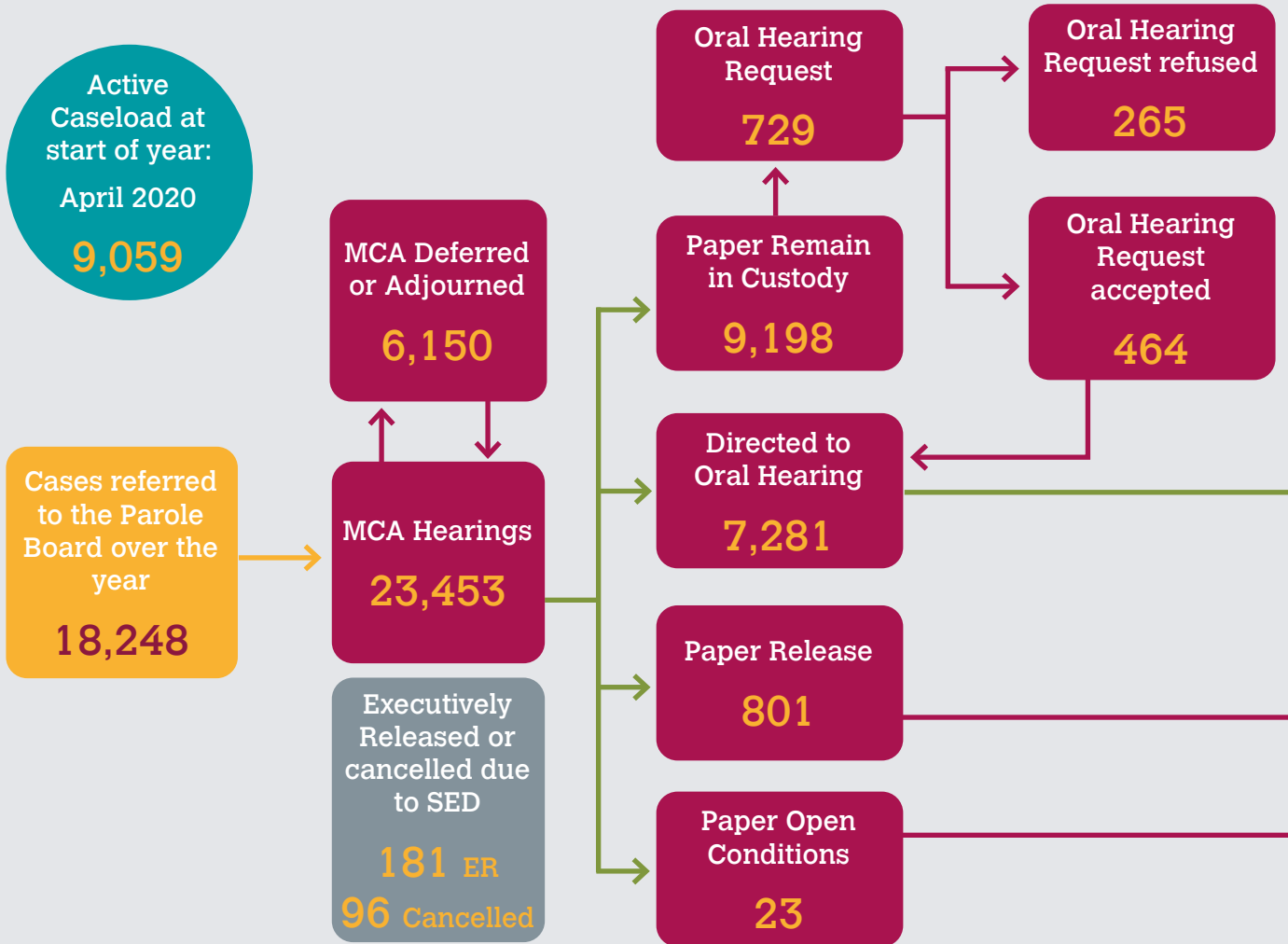
EU exit

There was no additional spend or impact on performance due to the exit from the EU in 2020/21.

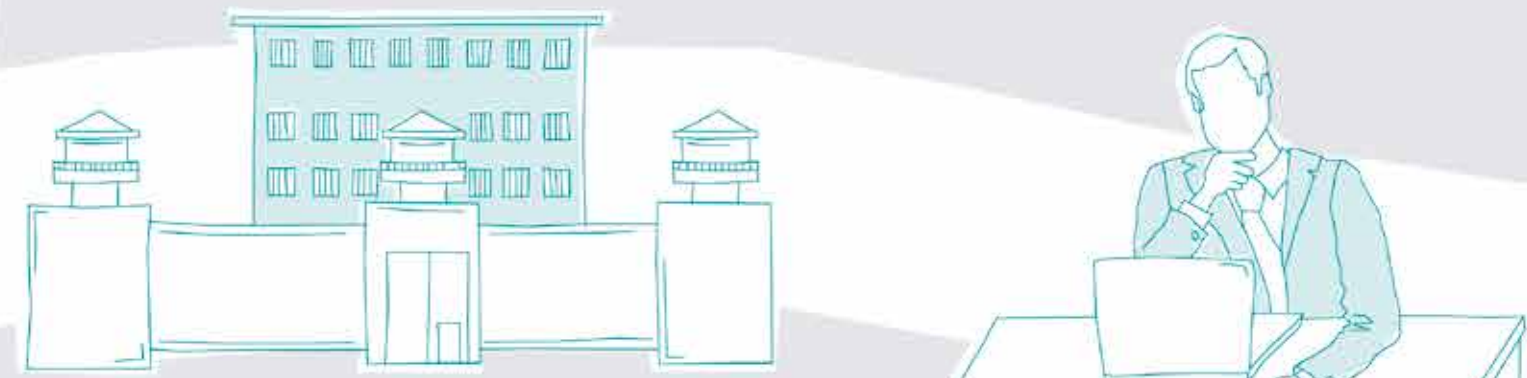
(iv) Parole process and performance

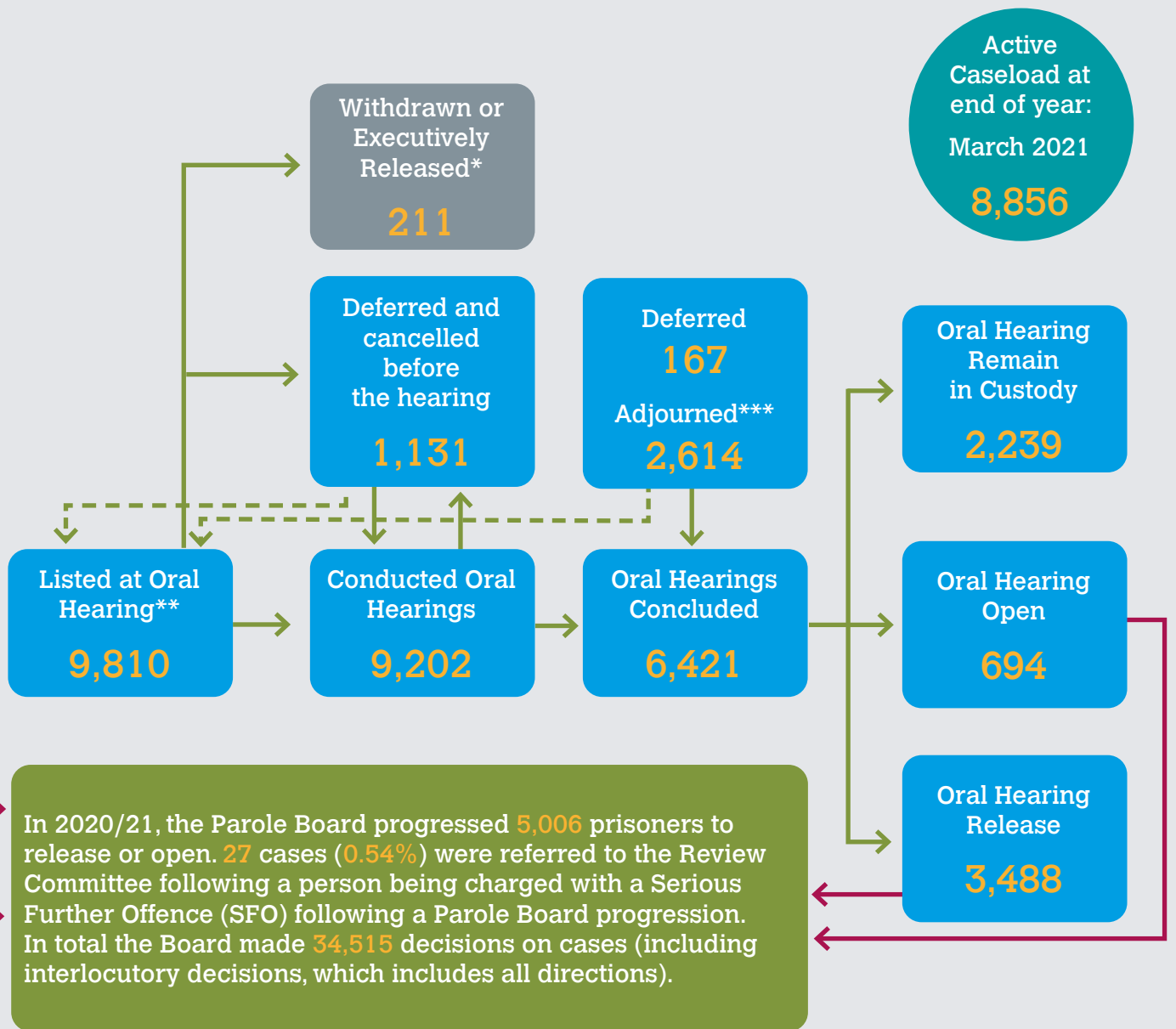
This chart is illustrative of the way in which cases flow through the parole process. As the process is dynamic, with case status constantly changing, there is a small margin of difference in all of the numbers.

A comprehensive breakdown of all figures is published on the Parole Board website within the dedicated Annual Report 2020/21 www.gov.uk/government/publications/parole-board-performance-data-for-20202021



* 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.

*** Of the 2,614 adjourned hearings, 885 were subsequently concluded on the papers (489 remain in custody, 54 open conditions & 342 releases). These numbers are included in the oral hearing concluded outcome figures reported in the chart.



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

OUTCOMES BY ETHNICITY 2020/21

RELEASE

56.9% ASIAN	62.6% MIXED
54.1% BLACK	54.4% WHITE
52.3% CHINESE & OTHER	54.3% AVERAGE

REMAIN IN CUSTODY

29.8% ASIAN	30.4% MIXED
32.1% BLACK	33.7% WHITE
36.3% CHINESE & OTHER	32.5% AVERAGE

OPEN CONDITIONS

13.3% ASIAN	7% MIXED
13.8% BLACK	11.9% WHITE
11.4% CHINESE & OTHER	11.5% AVERAGE

OUTCOMES BY GENDER 2020/21

RELEASE

66.2% FEMALE	19.4% FEMALE
54.3% MALE	33.7% MALE

REMAIN IN CUSTODY

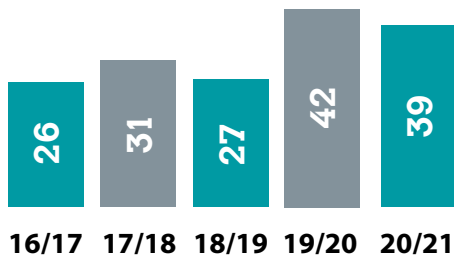
OPEN CONDITIONS

14.4% FEMALE
12% MALE

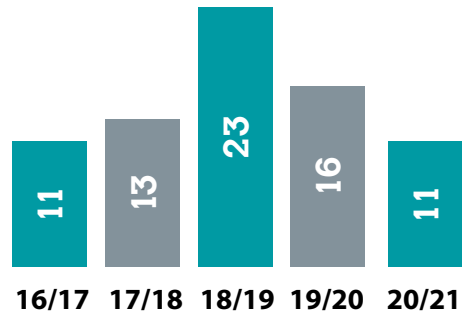
Challenges, Requests for Information, and Complaints

Challenges, Claims and Requests 2016/17 – 2020/21

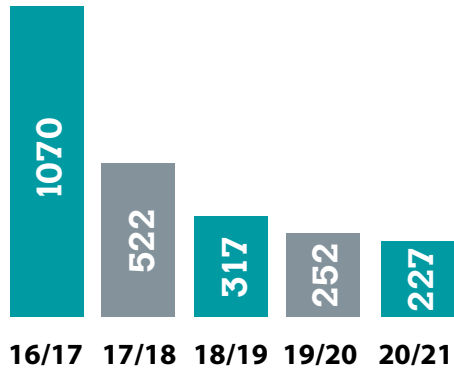
Judicial Reviews



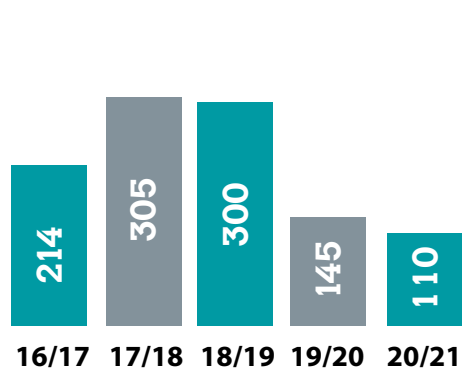
Private Law Claims



Pre-Action Claims for Damages



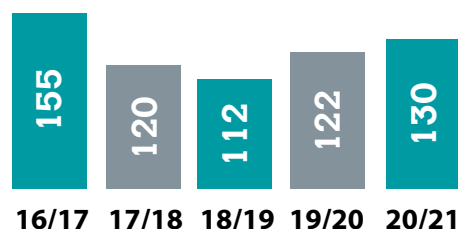
Pre-Action Claims for Judicial Review



Freedom of Information Requests



Complaints about the service provided by the Parole Board 2016/17 – 2020/21



The full complaints 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	130
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	4
Decision – Unhappy with decision outcome	37
Listing Delays – e.g. backlog issues or time frame for hearing to be listed/re-listed	33
Delay – Delay in issuing decision letter	1
Direction – Unhappy with direction or delay in issuing direction	4
Member practice – e.g. unhappy with the way a panel has conducted itself	23
Victim issues – e.g. anything relating to or from a victim	4
Complaints process – e.g. where previous letters have been sent but no response has been received	1
Other	17

Total complaints received	Fully or partially upheld	Not upheld	Outstanding at 31 March 2021	Rejected – Outside of Policy Remit	Withdrawn
130	20	34	28	47	1

(v) Sustainable Development

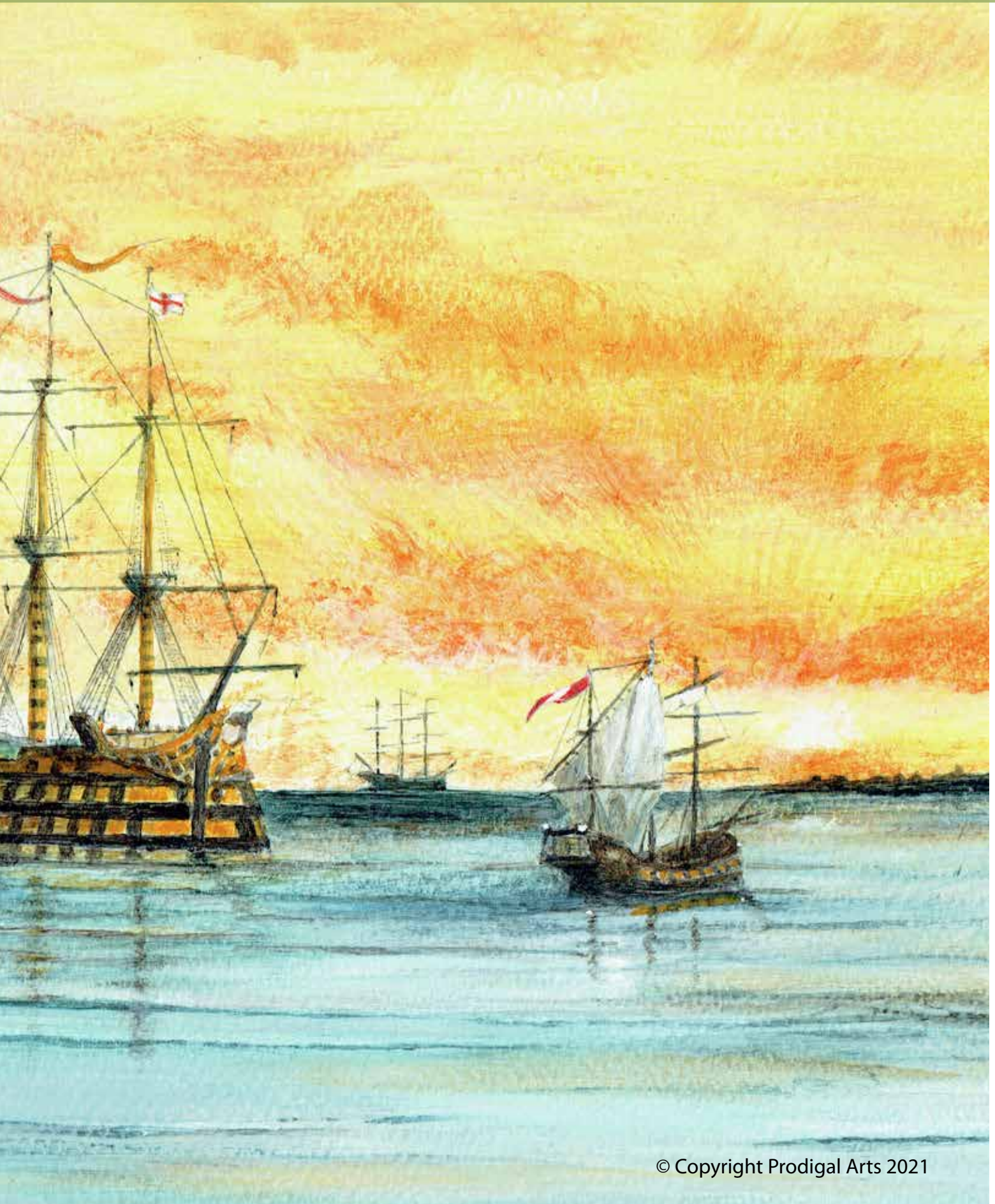
In 2020/21 almost all parole hearings took place remotely, massively reducing member need to travel – and significantly reducing the Parole Board's carbon footprint.

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

Martin Jones

Martin Jones CBE
Chief Executive and Accounting Officer
18 October 2021

3. Accountability Report



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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.

2. Mission Statement

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

3. Principal Activities

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

The Parole Board has five functions in England and Wales:

- 1) Deciding whether to release indeterminate sentence prisoners, including life sentence prisoners, prisoners detained at Her Majesty's pleasure, and prisoners given an imprisonment or detention for public protection sentence (IPP and DPP prisoners) after their minimum term of imprisonment has expired;
- 2) Deciding whether to release some categories of determinate sentence prisoners;
- 3) Deciding whether some prisoners who have been recalled to prison can be re-released;
- 4) Advising the Secretary of State whether some indeterminate prisoners can be progressed from closed to open conditions;
- 5) Advising the Secretary of State on any release or recall matters referred to it.

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

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

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

4. Basis for Preparing the Accounts

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

5. Funding

The Parole Board's sponsor is the Director General for Justice Analysis and Offender Policy within the MoJ. The Parole Board's only source of funding is grant-in-aid which is provided by the MoJ. This comprised cash funding of £21,072,500 (2019/20 £18,783,000).

In addition, the MoJ met costs of £830,275 for the Parole Board (2019/20 – £615,000) and these amounts have been treated as grant-in-aid. All grant-in-aid is credited directly to reserves in accordance with the FRoM. This provided total funding of £21,902,775 which was an increase of £2,504,775 from 2019/20 (2019/20 – £19,398,000).

The Parole Board's cash at bank as at 31 March 2021 was £1,039,612.42.

6. Unit costs

The estimated unit costs to the Parole Board for processing paper and oral hearings are shown in the table above. Unit costs include all costs born by the Board together with costs born by the MoJ on the Board's behalf.

Unit costs for hearings have seen decreases in 2020/21. Oral hearing unit costs have decreased by 2.4% and Paper hearing costs have decreased by 1.6%. This is due primarily to the reduction of travel and subsistence costs as a result of an increased use of virtual hearings.

	2016/17	2017/18	2018/19	2019/20	2020/21
Paper Hearings	£315	£320	£315	£315	£307
Oral Hearings	£1,706	£1,406	£1,336	£1,443	£1,420

7. Audit

Internal audit services are provided by the Government Internal Audit Agency and in 2020/21 the amount charged for these services was £51,000 inclusive of VAT. This included the provision of 60 days' audit, attendance at meetings of the Audit and Risk Committee and provision of guidance and assurance.

External audit is provided by the Comptroller and Auditor General, through the National Audit Office. The Certificate and Report of the Comptroller and Auditor General to the House of Commons is included in these Accounts. The Parole Board has accrued £65,000 in respect of the statutory audit for 2020/21. 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 and procedures in place which enable me to maintain a sound system of internal control that supports the achievement of the Parole Board's policies, strategic aims and objectives, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me as Accounting Officer and in the Managing Public Money guidance.

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

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 consist of the Chair and Judicial Vice Chair of the Parole Board; three Parole Board members; and three non-executive Members. During 2020/21 the Chief Operating Officer, and the heads of departments regularly attended meetings to assist the Committee in its decision-making. During the year 2020/21 the MC met ten times and was responsible for overseeing the implementation of the Parole Board's strategy and business plan. The terms of reference and operating procedures for the MC were reviewed in February 2019.

1.2 The Audit and Risk Committee (ARC)

The ARC is responsible for advising me (as Accounting Officer) and the MC on issues of risk, control and governance. The ARC reports to me on the activity and results of internal and external audit.

The ARC is chaired by a non-executive 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 2020/21.

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

1.3 Standards Committee (SC)

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

The SC is chaired by a non-executive and the SC met four times during 2020/21.

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

1.4 Review Committee (RC)

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

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

The RC meets at least quarterly.

1.5 Senior Leadership Team (SLT)

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

1.6 Attendance at Meetings

The table below sets out the attendance of Parole Board management, non-executives and part-time members at meetings during the year 2020/21. All board members (both executive and non-executive) are obliged to report all potential conflicts of interests to the Accounting Officer. A register of interests held by members of the Management Committee can be found on the Parole Board website within the dedicated Annual Report 2020/21 subpage: www.gov.uk/government/publications/parole-board-performance-data-for-20202021

Management Committee

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

	Simon Ash, Part-time member Term ended February 2021	Part-time Member	M	8/9
	Robert McKeon, Part-time member	Part-time Member	M	9/10
	Dale Simon, Non-Executive Director Term ended February 2021	Non-Executive	F	9/9
	Gary Sims, Non-Executive Director	Non-Executive	M	10/10
	Alan Clamp, Non-Executive Director	Non-Executive	M	10/10

1.7 Audit and Risk Committee and Standards Committee

	Name	Gender	Attendance
Audit and Risk Committee	Geraldine Berg (Part-time member)	F	5/5
	Alan Clamp (Non-Executive Director)	M	4/5
	Philip Geering (Part-time member) Term ended February 2021	M	5/5
	Martin Jones CBE, Chief Executive (Executive Management)	M	5/5
	Gary Sims (Non-Executive Director and Chair of the ARC)	M	5/5
Standards Committee	Pamela Atwell (Part-time member)	F	4/4
	Andy Dale (Part-time member) Term ended February 2021	M	4/4
	Melanie Essex (Part-time member)	F	4/4
	Faith Geary, Chief Operating Officer (Executive Management)	F	3/4
	Dale Simon (Non-Executive Director and Chair of the SC until February 2021) Term ended February 2021	F	4/4
	Leslie Spittle (Part-time member)	M	3/4
	Alan Clamp (Non-Executive Director and Chair of the SC since February 2021)	M	2/2

2. Sponsorship arrangements:

The Parole Board are sponsored by the Justice Analysis and Offender Policy Group within the MoJ. In addition to the governance framework outlined above, the MoJ ALB Centre of Expertise, Justice and Courts Policy Group within the MoJ, is the Parole Board's assurance partner. For the duration of 2020/21 the Parole Board's impact level assessment from the MoJ's principal accounting officer remained at level three reflecting the significant and sensitive work that we do that contributes to our overall risk profile.

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

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

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

The performance of the MC as a whole was appraised in March 2021 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 Committee has been well focused on the Parole Board's response to COVID-19. Members and the executive have worked well together and this has improved over time.

The average percentage attendance of MC members during 2020/21 was 98%.

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 ten times during the year and in its oversight role for operation and performance it provided me with advice and support. In exercising this oversight role, it received regular reports from the other committees in the governance structure and assured itself that there are effective governance arrangements in place.

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

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

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

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

5.1 Identifying and Managing Conflicts of Interests

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

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

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

Key issues discussed in the **MC** during 2020/21 included COVID-19 crisis management. Additionally, the review and implementation of the Tailored Review recommendations, and the commencement of the Root and Branch review with particular attention to public hearings and the constitution of the Parole Board. The MC also focused on training and quality assurance for members, the business plan, monitoring of KPIs and member recruitment.

Key issues discussed in the **ARC** during 2020/21 included COVID-19 crisis management. Additionally, the introduction of a new fee structure for Parole Board members. The ARC also focused on the internal audit planning and oversight, risk management, the introduction of unit costing methodology and monthly and year-end financial reporting and controls.

6. Internal Audit

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

- Digitalisation
- Assurance Framework
- Governance, operational management & COVID-19
- Major Events

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 2020/21 was Moderate.

7. Shared Services Assurance

The cross-government shared service operation is subject to a range of independent assurance activity. In 2020/21, this has included audits for: Customer Contact Centre/Service Requests, Request for Change (RFC) Process, Over and Under payments, Staff Transfer between Departments (OGD Transfers), SLAs/KPIs and Information Assurance. 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 considers the risks recorded on the strategic risk register. The Comptroller and Auditor General provides the external audit service. Actions are agreed in response to recommendations made and are followed up to review progress on implementation.

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

A total of 16 information incidents were recorded during 2020/21: 1 was a near miss and 15 related to unauthorised disclosure. They were all minor breaches, and resolved efficiently, so did not necessitate reporting to the Information Commissioner.

8.3 Summary of key risks identified during the year

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

The key risks identified are those over which it has limited control and include the impact of COVID-19, management of the Parole Board's caseload and public confidence in the parole system. A summary of the key risks is presented here:

Summary of key risks 2020/21:

Risk

Controls in Place

There is a risk that the measures to protect the public from the COVID-19 prevent the Parole Board from progressing cases.

- All face to face hearings were suspended and all staff have worked from home since March 2020 apart from essential access to the office.
- A Gold Command and Silver Command structure was stood up and weekly recovery sessions to actively monitor risks and performance.
- Every case was reviewed to see if they were suitable to decide on the papers, and if not conducted by telephone or video hearing.
- The number of virtual rooms was increased from 25 to 35 to support the demand for video hearings.
- Guidance and training were updated to reflect remote working.

There is a risk that the Parole Board does not manage its caseload in the most efficient way possible.

- There is ongoing dialogue with PPCS to track and forecast incoming workload.
- A new dossier checking process was introduced.
- Chairs are adjourning rather than deferring cases, so they retain ownership of the case.
- More Chairs and MCA members have been trained to increase capacity.
- A new listings team structure was introduced, allowing the Parole Board to maximise listing capacity.
- New ways of dealing with determinate recall cases have been explored.

There is a risk that the Parole Board is unable to deliver all or part of its digitalisation programme to the timescale and quality required.

- There is an in-house IT team supported by Core Azure and advice from MoJ experts.
- The Parole Board is able to 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.
- The Parole Board has moved from Citrix to Windows Virtual Desktop to improve reliability.
- Member laptops are being replenished with more up to date stock.

There is a risk that reaction to someone released on parole undermines the public's confidence in the parole system.

- Decision summaries are issued to explain the reason for release.
- The Parole Board explains its purpose and decisions on Twitter and other platforms.
- Press is monitored for Parole Board related stories.
- High profile and noteworthy cases are reviewed as their hearing approaches, and there is liaison with victims' and MPs.
- The Review Committee reviews people released on parole who are alleged to have committed a serious further offence.

Summary of key risks 2020/21 (continued):

Risk

Controls in Place

There is a risk that when key personnel leave the Parole Board it affects its ability to deliver its strategy.

- Teams work closely together to share understanding, including shadowing, coaching and mentoring.
- New training packages have been introduced and apprenticeships for specialist skills such as IT, project management and HR.
- New recruitment packs have been introduced for managers and candidates.
- A knowledge information strategy is being introduced.

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

- There is an Equality & Diversity Group project to link up the Parole Board diversity strategy.
- Diversity data for staff and members is monitored, including from an anonymous diversity survey of members.
- Targeted outreach has been completed in underrepresented communities in advance of recent recruitment campaigns.
- Social media, including LinkedIn and Twitter, is used to raise awareness of campaigns.

There is a risk the Parole Board will be unable to deliver its strategic objectives due to insufficient budget/funds.

- The operational costing model has been reviewed and now report by Cost Centre and account code each month.
- The Parole Board engages with Analytical Services to anticipate longer term changes in the prison population.
- The Parole Board collaborates with the fixed assets team on capitalisation.
- The member fees structure and how members are paid has been reviewed.

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

- The Standards Committee has oversight of QA processes.
- A fundamental review of QA processes has been carried out to ensure they are effective and proportionate.
- QA compliance is being strengthened across all areas of the business.
- There are KPIs in place on QA outcomes for practice observations, Review Committee outcomes and MCA QA.

8.4 Ministerial directions

The Parole Board received no ministerial directions during the year.

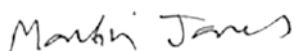
9. Fraud and whistle blowing policies

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

Accounting Officer's statement

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

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



Martin Jones CBE
Chief Executive and Accounting Officer
18 October 2021

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.



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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.

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 (2019/20 £300) for each day on which they attend Parole Board meetings;
- for the non-executives, at a fixed and non-pensionable rate of £300 (2019/20 £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, reappointed 2021. Full-time member	1 November 2024

Service Contracts

The Constitutional Reform and Governance Act 2010 requires Civil Service appointments to be made on merit on the basis of fair and open competition. The Recruitment Principles published by the Civil Service Commission specify the circumstances when appointments may be made otherwise.

Unless otherwise stated above, the officials covered by this report hold appointments which are open-ended, and to which a notice period of three months would usually apply. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme. Further information about the work of the Civil Service Commission can be found at: www.civilservicecommission.org.uk

Salary

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

Benefits in kind

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

Bonuses

Bonuses are paid to staff based on performance levels attained and are made as part of the appraisal process. They are not payable to Parole Board Members or non-executive Board 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	2020/21					2019/20				
	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
Senior Managers	85-90	-	5-10	48	140-145	85-90	-	5-10	61	155-160
Martin Jones CBE, Chief Executive										

Remuneration	2020/21					2019/20				
	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
Parole Board members who sat on Management Committee										
Caroline Corby Chair	35-40	-	-	-	35-40	35-40	-	-	-	35-40
HH Peter Rook QC Part-time member	15-20	5-10	-	-	25-30	-	0-5 (10-15 FYE)	-	-	0-5 (10-15 FYE)
Geraldine Berg Part-time member	5-10	40-45	-	-	45-50	0-5	20-25	-	-	20-25
Simon Ash Part-time member (until Feb 2021)	0-5 (0-5 FYE)	25-30 (25-30 FYE)	-	-	25-30 (30-35 FYE)	0-5	20-25	-	-	20-25
Robert McKeon Part-time member	0-5	110-115	-	-	110-115	0-5	105-110	-	-	105-110

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.

* Total amount of other fees for 2019-20 adjusted to remove Travel and Subsistence.

Remuneration	2020/2021				2019/20			
	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 (until Feb 2021) ¹	5–10 (5–10 FYE)	–	–	5–10	5–10	–	–	5–10
Gary Sims Non-Executive Director ²	5–10	0.1	–	5–10	5–10	1.0	–	5–10
Alan Clamp Non-Executive Director ³	0–5	–	–	0–5	0–5 (0–5 FYE)	–	–	0–5 (0–5 FYE)

Audited Pay Multiples

	2020/21	2019/20	2018/19
Band of highest paid director's total remuneration (£000)	95–100	90–95	85–90
Median total remuneration (£)	26,422	25,910	25,509
Ratio	3.69:1	3.57:1	3.43:1

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 2021 was £95–100k (2019/20 £90–95k). This was 3.69 times (2019/20, 3.57 times) the median remuneration of the workforce, which was £26,422 (2019/20 £25,910). During the financial year, the remuneration ranged from the minimum band of £20–25k to the highest band of £95–100k (2019/20 £20–25k to £85–90k). No employees received remuneration in excess of the highest paid director in 2020/21 (2019/20 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 Dale Simon is representative on the Management Committee and Standards Committee.

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

3 Alan Clamp is representative on the Management Committee, Standards Committee and Audit and Risk Committee.

Audited Pension Entitlement

- The audited pension entitlements of the Full-Time Member, Chief Executive, and other Directors during 2020/21 were as follows:

Pension Benefits					
Senior Managers	Accrued pension and related lump sum at pension age as at 31 March 2021	Real increase in pension and related lump sum at pension age	CETV at 31 March 2021	CETV at 31 March 2020	Real increase/ (decrease) in CETV
	£000	£000	£000	£000	£000
Martin Jones CBE	30–35 plus a lump sum of 65–70	2.5–5 plus a lump sum of 0–2.5	573	522	29

The Chief Executive is a member of the Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) – known as “alpha”. Part-time members of the 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 that joined 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. The partnership pension account is an occupational defined contribution pension arrangement which is part of the Legal & General Mastertrust. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

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

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

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made

by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

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

Real increase in CETV

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

Staff turnover

In 2020/21, staff turnover was 13.6% (2019-20: 9.3%). Transfers within the Civil Service are not included in staff turnover.

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

iii. Staff Report

1. Audited Staff Costs

	2020/21	2019/20
Permanent staff		
Salaries and wages, including overtime	4,736	3,854
Pension contributions	1,113	936
Social security costs	471	409
Total Permanent Staff	6,320	5,199
Seconded Staff	298	540
Agency Staff	236	220
Parole Board Members' Fees		
Fees	9,730	7,712*
Social Security Costs	1,097	889
Total Members	10,827	8,601
Total	17,681	14,560

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

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

For 2020/21, employers' contributions of £1,099k were payable to the PCSPS (2019/20 – £920k) 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 £14k (2019/20 – £16k) and were paid to one or more of the panel of three appointed stakeholder pension providers.

The average number of full time equivalent people employed by the Parole Board, which excludes the Chair, during 2020/21 was:

* Members' fees decrease by £85k to £7,712k due to the reallocation to members' training costs – see financial accounts from p54 for further information.

	Employed	Seconded	Agency	Total	2019/20
Senior Management	3	1	0	4	4
Operational Staff	141	3	7	151	133
Corporate Services Staff	7	0	0	7	6
Total	151	4	7	162	143

2. Audited Member Costs

The emoluments (non-pensionable) of the highest paid part-time Parole Board member was £139,773 (2019/20 – £166,560).

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:

£	2020/21	2019/20
£0 – £4,999*	81	31
£5,000 – £9,999	41	37
£10,000 – £14,999	26	29
£15,000 – 19,999	10	17
£20,000 – £24,999	28	16
£25,000 – £29,999	21	19
£30,000 – £34,999	23	26
£35,000 – £39,999	22	17
£40,000 – £44,999	11	17
£45,000 – £49,999	10	5
£50,000 – £54,999	13	9
£55,000 – £59,999	6	7
£60,000 – £64,999	4	3
£65,000 – £69,999	2	5
£70,000 – £74,999	4	4
£75,000 – £79,999	4	3
£80,000 – £84,999	4	2
£85,000 – £89,999	4	4
£90,000 – £94,999	4	4
£95,000 – £99,999	2	0
£100,000 – £109,999	2	7
£110,000 – £119,999	6	2
£120,000 – £129,999	3	1
£130,000 – £139,999	2	1
£140,000 – £149,999	0	1
£150,000 – £159,000	0	1
£160,000 – £169,999	0	1
Total	333	269

* Those earning £0-4,999 include [34] members who joined the Board in 2021 and [5] members who left the Board in 2020.

There was a total of 333 members during 2020/21, all of whom were active (269 in 2019/20). During 2020/21, 66 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 2021, there were 318 active members and 14 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 2020/21 no employees left the Parole Board under the Scheme, nor did any in 2019/20.

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 2021, there have been no instances of non-tax compliant off-payroll engagements, the same as 2019/20. Further details of off-payroll engagements can be found in the MoJ Annual Report and Accounts 2020/21.

5. Spend on consultancy

Expenditure on consultancy in 2020/21 was £63,762.45, compared to £46,624 in 2019/20.

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

200 member peer quality assessments were completed and 99 members assessed. There were 80 practice observations, supported by 4 quality assessor workshops. 7 members were trained as quality assessors and 25 as practice observers.

This year the Parole Board achieved a 70% overall engagement score (66% in 2019/20). These results continued to demonstrate a yearly improvement. The results continued to guide the work of the EIR and SLT.

8. Sickness absence data

The Average Number of Working Days Lost (AWDL) due to sickness for staff at the Parole Board was 4.79 for 2020/21 (2.3 for 2019/20). The increase was largely driven by absences relating to the COVID-19 pandemic. 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 is level one committed. The appointment of members is the responsibility of the Secretary of State. Parole Board members are provided with training and guidance to act fairly when considering cases.

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

9.1 Staff and management

As at 31 March 2021:

- The MC was made up of 7 members, 2 female and 5 males.
- The Parole Board had only one member of staff at Senior Civil Servant (SCS) level, who sits on the MC and is therefore included above.
- The Parole Board employed 165 staff members (159.5 FTE), 110 female (105.7 FTE), 55 male (53.8 FTE).
- Of those who declared their ethnicity 53.8% were white and 44.2% BAME (2% preferred not to say).
- Of those who declared whether they were disabled 6.5% were, and 91.1% were not (2.4% preferred not to say).

9.2 Members

According to information recorded on our systems, 274 members responded to declarations regarding ethnicity, disability and gender.

- Of the 274 who declared their gender, 110 were male (40%) and 164 female (60%).
- Of the 274 who declared their ethnicity 47 were BAME, which represents 17%.
- Of the 274, 33 declared a disability, which represents 12%.

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 EU exit or COVID-19 in 2020/21, the same as 2019/20.

c. Parliamentary Accountability and Audit Report

i. Audited Losses and Special Payments

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

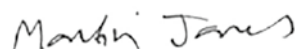
	Number	2020/21 £'000	Number	2019/20 £'000
Compensation payments to prisoners	113	125	131	134
Extra-contractual payment	–	–	1	1
Constructive loss	8	10	–	–
Total	121	135	132	135

ii. Audited Remote Contingent Liabilities

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

There are no remote contingent liabilities at 31 March 2021 (the same as 2019/20).

Martin Jones CBE



Chief Executive and Accounting Officer

18 October 2021

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

Opinion on financial statements

I certify that I have audited the financial statements of the Parole Board for the year ended 31 March 2021 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. The financial reporting framework that has been applied in their preparation is applicable law and International Accounting Standards as interpreted by HM Treasury's Government Financial Reporting Manual.

I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion:

- the financial statements give a true and fair view of the state of the Parole Board's affairs as at 31 March 2021 and of the net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Criminal Justice Act 2003 and Secretary of State directions issued thereunder.

Opinion on regularity

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

Basis of opinions

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

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

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

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

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

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

Other Information

The other information comprises information included in the annual report, but does not include the parts of the Accountability Report described in that report as having been audited, the financial statements and my auditor's certificate thereon. The Accounting Officer is responsible for the other information. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material

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

I have nothing to report in this regard.

Opinion on other matters

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Secretary of State directions made under the Criminal Justice Act 2003; and
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Parole Board and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability report. I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- 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
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual are not made; 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.

Responsibilities of the Accounting Officer for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included the following:

- Inquiring of management, the Parole Board's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Parole Board's policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Parole Board's controls relating to the Criminal Justices Act 2003 and Managing Public Money.
- discussing among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. As part of this discussion, I identified potential for fraud in the posting of unusual journals;
 - obtaining an understanding of the Parole Board's framework of authority as well as other legal and regulatory frameworks that the Parole Board operates in, focusing on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of the Parole Board. The key laws and regulations I considered in this context included the 2020-21 Government Financial Reporting Manual (FRoM) issued by HM Treasury, the Criminal Justices Act 2003, Managing Public Money, Employment Law, Pension and Taxation regulations and data protection laws.

In addition to the above, my procedures to respond to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- reading minutes of meetings of those charged with governance and the Board;
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business; and
- considering the regularity of the advance payments to members in the first quarter of the year.

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

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

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.

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

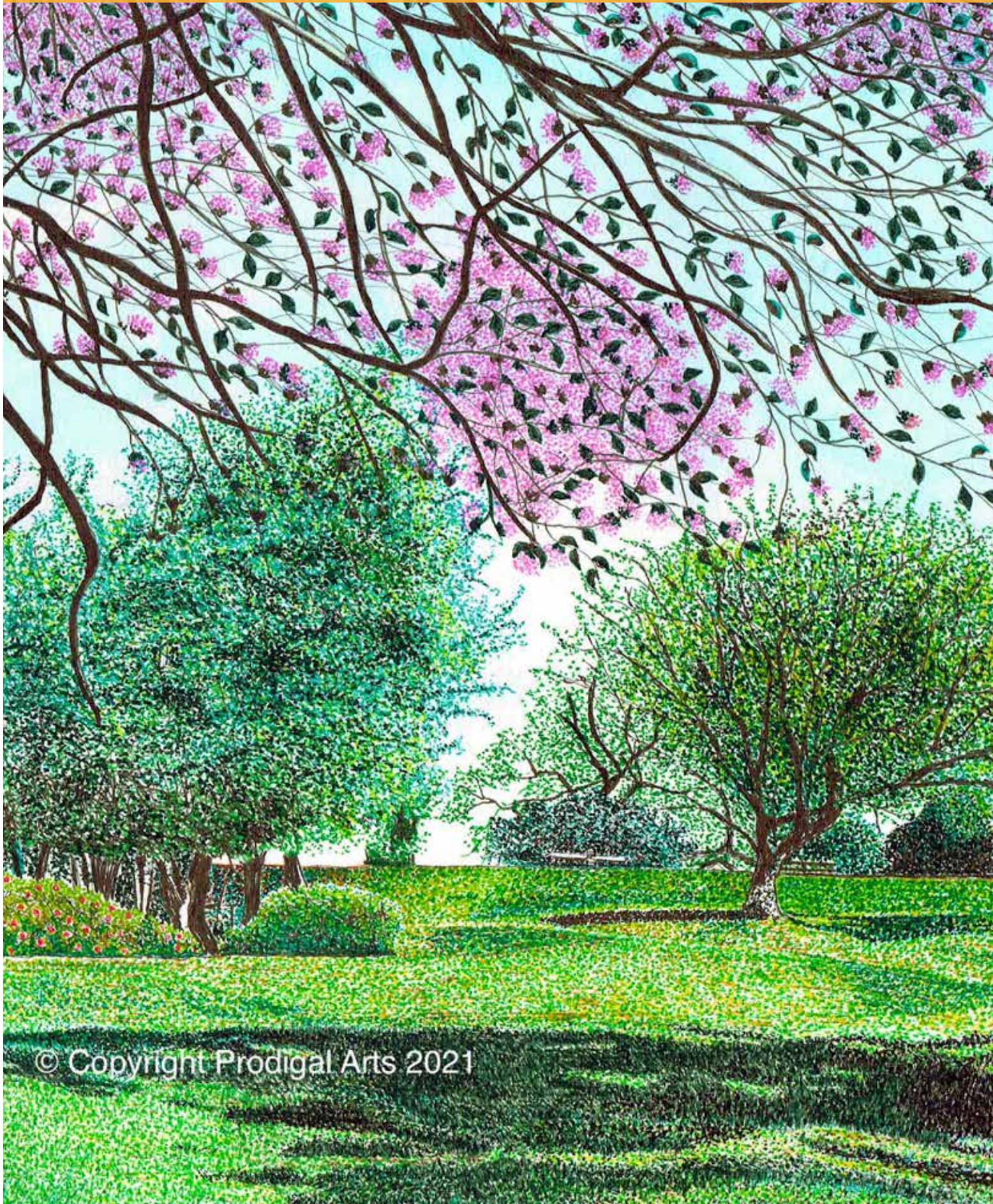
Report

I have no observations to make on these financial statements.

Gareth Davies
Comptroller and Auditor General
20 October 2021

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

4. Financial Statements



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Financial Statements

Statement of Comprehensive Net Expenditure for the period ended 31 March 2021

	Notes	2020/21 £'000	2019/20 £'000
Expenditure			
Staff and member costs	2	17,681	14,560
Other operating costs	3	3,368	4,497
Net loss on disposal of assets	3	8	8
Net expenditure for the year		21,057	19,065
Other Comprehensive Net Expenditure			
Net (gain) on revaluation of:			
Property, plant and equipment	4	(42)	(5)
Intangible assets	5	–	(1)
Total Comprehensive net expenditure		21,015	19,059

The notes on pages 62 to 70 form part of these accounts.

Statement of Financial Position

as at 31 March 2021

	Notes	2020/21 £'000	2019/20 £'000
NON-CURRENT ASSETS			
Property, plant and equipment	4	1,186	879
Intangible assets	5	–	82
Total non-current assets		1,186	961
CURRENT ASSETS			
Trade and other receivables	6	212	350
Cash at bank	7	1,040	195
Total current assets		1,252	545
TOTAL ASSETS		2,438	1,506
CURRENT LIABILITIES			
Trade and other payables	8	(2,137)	(1,952)
Provisions	9	(118)	(259)
Total current liabilities		(2,255)	(2,211)
Total assets less total liabilities		183	(705)
TAXPAYERS' EQUITY			
General Fund		128	(724)
Revaluation Reserve		55	19
Total Equity		183	(705)

The notes on pages 62 to 70 form part of these accounts.

Martin Jones

Martin Jones CBE
Chief Executive and Accounting Officer
18 October 2021

Statement of Cash Flows

for the period ended 31 March 2021

	Notes	2020/21 £'000	2019/20 £'000
Cash flows from operating activities			
Net expenditure for the year		(21,057)	(19,065)
Adjustments for non-cash transactions:			
– MoJ overhead recharges	3	830	615
– Depreciation, amortisation and write offs	3	219	208
– Provisions provided in the year (net of releases)	9	61	428
– Transfer of Fixed Assets	4	–	–
Movement in trade and other receivables	6	138	(30)
Movement in trade and other payables	8	185	(421)
Movements in payables not passing through SoCNE		–	13
Utilisation of provisions	9	(202)	(372)
Net cash outflow from operating activities		(19,826)	(18,624)
Cash flows from investing activities			
Purchase of property, plant & equipment	4	(402)	(73)
Adjust for changes in capital accruals		–	(13)
Net cash outflow from investing activities		(402)	(86)
Cash flows from financing activities			
Grant-in-aid received from Ministry of Justice		21,073	18,783
Net financing		21,073	18,783
Net increase in cash and cash equivalents in the year		845	73
Cash and cash equivalents at the beginning of the year		195	122
Cash and cash equivalents at the end of the period	7	1,040	195

The notes on pages 62 to 70 form part of these accounts.

Statement of Changes in Taxpayers' Equity

for the period ended 31 March 2021

	General Fund £'000	Revaluation Reserve £'000	Total £'000
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)
Changes in taxpayers' equity – 2020/21			
Net expenditure for the year	(21,057)	–	(21,057)
Grant-in-aid towards expenditure	21,073	–	21,073
Grant-in-aid received, being soft recharge of overheads	830	–	830
Revaluation of property, plant and equipment	–	42	42
Transfers between reserves	6	(6)	–
Balance at 31 March 2021	128	55	183

The notes on pages 62 to 70 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 2020/21 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.

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

Changes in accounting policies

There have been no changes in accounting policies for the period ended 31 March 2021.

New and amended standards adopted

There have been no new accounting standards adopted in the period beginning 1 April 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. Under the FReM, the standard is effective from 1 April 2022, with the option to early adopt. The parole Board will early adopt IFRS 16 in the financial year commencing 1 April 2021.

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

Lease assets and liabilities relating to 10SC will be recognised in the Ministry of Justice Annual Report and Accounts, with the relating accommodation charges continuing to be recognised in these accounts under Accommodation Costs.

There are no other material leasing arrangements.

c) Grant-in-aid

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

d) Legal and compensation costs

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

e) Other costs met by the Ministry of Justice

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

f) Non-current assets

Tangible and intangible non-current assets are capitalised when the original purchase price is £10,000 or over and they are held for use on an ongoing basis. Where significant purchases of individual assets which are separately below the capitalisation threshold arise in connection with a single project, they are treated as a grouped asset. The capitalisation threshold for grouped assets is £10,000.

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

g) Depreciation and amortisation

Information technology hardware and software depreciation is provided on a straight-line basis, at rates calculated to write off the purchase costs over three years on hardware and software licenses

- The casework management system, was amortised over five years
- Furniture and fittings: depreciation is provided on a straight-line basis, at rates calculated to write off the purchase costs over five years

h) Assets under construction and development costs

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

i) Operating leases

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

j) Pension costs

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

k) Employee benefits

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

l) Provisions

In line with accounting standard IAS 37 (provisions, contingent liabilities and contingent assets), the PB recognises a provision as a present legal or constructive obligation as a result of past events (Note 9). Where the likelihood of a liability crystallising is deemed probable and a reliable estimate can be made of the amount of the obligation.

m) Contingent liabilities

A contingent liability is disclosed when the likelihood of a payment is less than probable, but more than remote. In addition to contingent liabilities disclosed in accordance with IAS 37 'Provisions, Contingent Liabilities and Contingent Assets', the Parole Board discloses, for Parliamentary reporting and accountability purposes, certain statutory and non-statutory contingent liabilities, where the likelihood of transfer of economic benefit is remote, as required by 'Managing Public Money' (Note 13).

n) Value Added Tax

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

o) Key judgements and estimations

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

The 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.

o) Key judgements and estimations

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

The 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

	2020/21	Restated 2019/20
	£'000	£'000
Permanent staff		
Salaries and wages, including overtime	4,736	3,854
Pension contributions	1,113	936
Social security costs	471	409
Total permanent staff	6,320	5,199
Seconded Staff	298	540
Agency staff	236	220
Parole Board Members' Fees		
Fees	9,730	7,712*
Social security costs	1,097	889
Total for members Fees	10,827	8,601
Total	17,681	14,560

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.

* Members' fees decreased by £85k to £7,712k due to the reallocation to members' training costs – see note 3.

3. Other operating costs

	2020/21	2019/20
	£'000	£'000
Legal and compensation costs	446	389
Travel and subsistence – Members	58	932
Travel and subsistence – Staff	3	59
Casework Management System running costs	–	1
Stationery and printing	36	41
Information technology costs	1,211	1,156
Members' training	144	121*
Staff training	17	63
Audit fees – internal audit	51	30
Audit fees – external audit (NAO)	65	65
Operating leases	18	26
Professional fees	–	6
Shared service & other costs	217	365
Non-cash items:		
– Provision expense	61	428
– Depreciation and amortisation	211	200
– Net loss on disposal of Property, plant & equipment	8	8
Costs met by the Parole Board	2,546	3,890
Costs incurred by the Parole Board but settled by the Ministry of Justice: (Non-cash costs)		
Accommodation and other common services	830	615
Total Other operating costs	3,376	4,505

* Members' training costs increased by £85k to £121k due to the reallocation of members' training costs – see note 2.

4. Property, plant and equipment

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

5. Intangible assets

Movements in 2020/21				
	IT Software £000	Casework Management System £000	Development costs £000	Total £000
Cost or valuation				
At 1 April 2020	137	–	9	146
Disposals	(6)	–	(2)	(8)
Transfers	–	–	–	–
Reclassifications	(131)	–	(7)	(138)
At 31 March 2021	–	–	–	–
Amortisation				
At 1 April 2020	64	–	–	64
Charged in year	–	–	–	–
Transfers	–	–	–	–
Reclassifications	(64)	–	–	(64)
At 31 March 2021	–	–	–	–
Carrying value at 31 March 2021	–	–	–	–
Carrying value at 31 March 2020	73	–	9	82
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

6. Trade and other receivables

Amounts falling due within one year

Restated

	2020/21 £'000	2019/20 £'000
Staff receivables	72	6
MoJ intra department receivables	81	132
Other government receivables	1	93
Other Receivables	48	100
Prepayments	10	19
Total	212	350

7. Cash at Bank

	2020/21 £'000	2019/20 £'000
Balance at 1 April	195	122
Net change in cash and cash equivalent balances	845	73
Balance at 31 March	1,040	195
Total cash held at Government Banking Service	1,040	195

8. Trade and other payables

Amounts falling due within one year

	2020/21 £'000	2019/20 £'000
Tax and social security	474	401
Trade payables	11	13
Other payables	122	108
Accrued holiday pay	181	71
Accruals	921	784
Intra-department payables	428	575
Total	2,137	1,952

9. Provisions for liabilities and charges

	Legal £'000	Compensation £'000	Total £'000
Balance at 31 March 2020	78	181	259
Provided in the year	–	98	98
Provisions utilised in the year	(21)	(181)	(202)
Provisions write-back	(37)	–	(37)
Balance at 31 March 2021	20	98	118

The provisions relate to legal claims (£20k) and claims from prisoners for compensation (£98k) in relation to delays in parole hearings.

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

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

The amount provided for represents the best estimate of the liability based on recent trends for success rates and average amounts payable, which are a proxy for the future claims. There is a significant decrease in the provision at 31 March 2021 due to additional work undertaken during the year to reduce a backlog of hearings, together with improvements in the listing process which have reduced delays attributable to the Parole Board for which prisoners can claim.

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

In accordance with IAS 37 the following areas of uncertainty are noted in relation to the Compensation provision.

The following are key assumptions that affect the valuation of the Compensation provision:

- The proportion of eligible claimants from whom it is probable a claim will be received
- The proportion of claims that are successful
- The average amount of compensation paid per claim

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

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

- A 10% increase in each of the three assumptions would, taken together, increase the value of the provision by £32k to £130k.
- A 10% decrease in each of the three assumptions would, taken together, decrease the value of the provision by £26k to £71k.

10. Related party transactions

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

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

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

	2020/21 £'000	2019/20 £'000
Payments due within one year	13	11
Payments due within 2–5 years	9	–
Total	22	11

The Parole Board entered into a new lease agreement for 24 months. There were no commitments falling due after 5 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.

There are no contingent liabilities.

14. Events after the reporting date

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

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

5. Membership of the Parole Board between 1 April 2020 and 31 March 2021



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

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You can find a comprehensive list and full biographies of Parole Board members on the Parole Board website. There were 333 active members in 2020/21, in total.



169 Independent Members

61 Judicial Members

68 Psychologist Members

35 Psychiatrist Members

There were also 15 former active members of the Parole Board in 2020/21.

In 2020/21 there were 131 Panel Chairs (all of whom have an * after their name to identify this)

PAROLE BOARD CHAIR & VICE CHAIR

Caroline Corby

Parole Board Chair
Appointed October 2018

His Honour Peter Rook* QC

Judicial Member. Vice Chair. Appointed 2020

INDEPENDENT MEMBERS

Lindsay Addyman JP*

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

Maneer Afsar

Appointed 2019

Sarfraz Ahmad

Appointed 2017

Iftekhar Ahmed

Appointed 2019

Shazia Ahmed*

Appointed 2016, reappointed in 2019.

Jawaid Akhtar QPM

Appointed 2021

Rahila Akram

Appointed 2021

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

Amanda Bond

Appointed 2021

Malcolm Brain

Appointed 2019

Derek Bray

Appointed 2019

Marcia Brooks

Appointed 2019

Graham Bull*

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

Daniel Bunting*

Appointed 2016, reappointed 2019

Josie Cain

Appointed 2017

Marc Callaghan

Appointed 2021

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*

Appointed 2008, reappointed 2012,
reappointed 2017

Lyn Cole

Appointed 2019

Peter Coltman BA (Hons), MA*

Appointed 2010, reappointed 2018

Rachel Cook

Appointed in 2017

Michelle Coulson LLB (Hons) LLM (Hons)*

Appointed 2016, reappointed 2019

Amy Coyte*

Appointed 2017

Rachel Craven

Appointed 2019

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. Resigned March 2021.

Malcolm Davidson BA (Hons), BSc, MSc*

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

Angharad Davies

Appointed 2017

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.
Tenure ended 2021.

Robert Edmondson-Jones MBE

Appointed 2016, reappointed 2019

Sir Stewart Eldon KCMG, OBE*

Appointed in 2010. Reappointed in 2013 & 2018

Christopher Emerson*

Appointed 2012, reappointed 2017

Hedd Emrys-Vine*

Appointed 2016, reappointed 2019

Melanie Essex

Appointed 2016, reappointed 2019

Chris Evans

Appointed 2021

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,
tenure ended in 2020

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

Shazia Haider

Appointed 2020

Deborah Hall

Appointed 2021

Scott Handley

Appointed 2021

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,
tenure ended 2020

Damian Hughes*

Appointed 2019

Rebecca Hunt* BA (Hons), MA Social Work

Appointed 2010. Reappointed in 2013 & 2018

Akeel Hussain

Appointed 2019

Murad Hussain

Appointed 2019

Sara Johnson

Appointed 2019 (maternity leave from 2021)

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

Eimear Mc Allister

Appointed 2021

Bryan McAlley QGJM, BSc (Hons), CQSW

Appointed 2010. Reappointed 2013 & 2018, tenure ended 2020

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

Andrew McMillan

Appointed 2021

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

Julia Mulligan

Appointed 2021

Steve Murphy CBE

Appointed 2010. Reappointed 2013 & 2018, tenure ended 2020

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

Shazia Parveen

Appointed 2021

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

Barbara Petchey

Appointed 2020

Rachel Pickering

Appointed 2019

Jenny Portway*

Appointed 2010, tenure extended 2020

Bernard Postles* QPM, BSc (Hons)

Appointed 2010, resigned December 2020

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, tenure ended in 2020

Hannah Reid

Appointed 2021. Resigned March 2021.

Rachel Robertson

Appointed 2019

Julie Robertson

Appointed 2021

Jennifer Rogers

Appointed 2010. Reappointed 2013 & 2018, tenure ended in 2020

Sally Rowen LLB (Hons), MSc

Appointed 2010. Reappointed 2013 & 2018, tenure ended 2020

Denise Rowland MBE, JP

Appointed 2021

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

Wendy Steele

Appointed 2021

Nigel Stone*

Appointed 2010. Reappointed 2013 & 2018

Jill Strachan BA Hons (Dunelm) PGCE*

Appointed 2020

Jennie Sugden*

Appointed 2010. Reappointed 2013 & 2018

Kay Taylor*

Appointed 2017

Kay Terry* BSc MSc

Previous appointment 2002–09. New appointment 2010, reappointed 2013

Ilana Tessler*

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

Julia Thackray*

Appointed 2017

Samantha Thompson

Appointed 2021

Jo Thompson*

Appointed 2010

Jane Thomson* MAEd, BEd (Hons), ChMCIPD

Appointed 2012, reappointed 2017

Ian Tolan

Appointed 2021

Carol Trimmer

Appointed 2017

Asrar Ul-Haq

Appointed 2021

Vinnett Walsh

Appointed 2019

Aruna Walsh* BA (Hons) and Diploma in Marketing

Appointed 2009. Tenure extended 2019–21

David Watson*

Appointed 2012, reappointed 2017

Sarah Wells

Appointed 2016, reappointed 2019

Jeremy Weston QC

Appointed 2016, reappointed 2019

Alison Whalley

Appointed 2021

Alan Whiffin*

Appointed 2010, reappointed 2018

Bernadette Wilkinson*

Appointed 2012, reappointed 2017

Cassie Williams*

Appointed 2016, reappointed 2019

Sheila Wright*

Appointed 2019

Mir Zaman

Appointed 2020

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 Neil Bidder QC, Retired Judge

Appointed 2021

His Honour Judge Anthony Bate

(Serving Judge)*

Appointed 2010, reappointed 2018

Her Honour Judge Bernadette Baxter

(Serving Judge)*

Appointed 2019

His Honour Judge Martin Beddoe

(Serving Judge)*

Appointed 2010, reappointed 2013 & 2018

His Honour Judge Ian Bourne QC

(Serving Judge)

Appointed 2021

Sir David Calvert-Smith, Retired Judge

Appointed 2017. (Previous Parole Board appointments: 2012–2016 Chairman)

His Honour Judge Simon Carr (Serving Judge)

Appointed 2021

His Honour Anthony Cleary, Retired Judge

Appointed 2021

His Honour Nick Coleman, Retired Judge*

Appointed 2004–14. New tenure 2017, reappointed in 2020

Her Honour Judge Rebecca Crane

(Serving Judge)*

Appointed 2019

His Honour Stephen Dawson, Retired Judge*

Appointed 2016, reappointed 2019

**His Honour Judge Jeremy Donne RD QC
(Serving Judge)**

Appointed 2021

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

Appointed 2019

His Honour John Dowse, Retired Judge

Appointed 2016, reappointed 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 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 Judge Andrew Jefferies QC
(Serving Judge)***

Appointed 2019

His Honour Peter Jones, Retired Judge

Appointed 2018

**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 (sabbatical from 2020)

Her Honour Anne Kiernan, Retired Judge*

Appointed 2018

Sir Timothy King, Retired Judge*

Appointed 2019

His Honour Michael Lawson QC, Retired Judge

Appointed 2017, tenure ended 2020

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

Appointed 2019

His Honour Judge Noel Lucas (Serving Judge)

Appointed 2021

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 Judge David Nathan Miller
(Serving Judge)**

Appointed 2020

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 Judge Huw Rees (Serving Judge)

Appointed 2021. Resigned March 2021

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, tenure ended in 2020

His Honour John Rubery, Retired Judge*

Appointed 2010

His Honour Anthony Rumbelow, Retired Judge*

Appointed 2010, tenure ended 2020

His Honour Erik Salomonsen, Retired Judge*

Appointed 2018

Sir John Saunders QC, Retired Judge*

Appointed 2016

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 David Ticehurst, Retired Judge

Appointed 2021

His Honour Michael Topolski QC, Retired Judge

Appointed 2018

His Honour Judge Marcus Tregilgas-Davey (Serving Judge)

Appointed 2021

His Honour Philip Wassall, Retired Judge*

Appointed 2017, reappointed in 2020

His Honour Graham White, Retired Judge*

Appointed 2010. Reappointed 2013 & 2018

His Honour Scott Wolstenholme, Retired Judge*

Appointed 2010, tenure ended in 2020

PSYCHOLOGIST MEMBERS

Beckie Agami

Appointed 2021

Fiona Ainsworth

Appointed 2017

Alexander Jack

Appointed 2021

Dee Anand

Appointed 2021

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, AFPBPsS

Appointed 2017

Dr Taljinder Basra

Appointed 2019

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

Appointed 2011, reappointed 2016

Peter Beazley

Appointed 2021

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

Appointed 2011, reappointed 2016

Linda Blud

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

Laura Bowden CPsychol, AFPBPsS

Appointed 2021

Dr Ian Burke

Appointed 2021

Jennifer Cottam

Appointed 2021

Aimee Croft BSc (Hons), ClinPsyD

Appointed 2019

Misbah Dar

Appointed 2021

Christopher Dean C.Psychol, AFBPS, CSci

Appointed 2019

Jyoti Evans

Appointed 2021

Abby Fenton C Psychol

Appointed 2016

Caroline Flowers

Appointed 2021

Gerhard Fritz

Appointed 2019

Jane Gilbert

Appointed 2016

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

Appointed 2012, reappointed in 2016

Dr Victoria Hatton

Appointed 2021

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

Appointed 2011, reappointed 2016

Dr Rose Hooper

Appointed 2021

Julia Houston

Appointed 2019

Sian Hughes

Appointed 2021

Claire Hunt*

Appointed 2011, reappointed 2016

Laura Jacobs

Appointed 2021

Sarah Jones

Appointed 2021

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
(sabbatical from 2016)

Sally Lopresti

Appointed 2021

Frances MacLennan

Appointed 2021

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

Louise Minchin

Appointed 2021

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

Appointed 2016

Dr Catrin Morrissey

Appointed 2021

Lorraine Mosson-Jones*

Appointed 2011, reappointed 2016

Chanelle Myrie BSc (Hons), DClinPsych

Appointed 2020

Dr Brendan O'Mahony CPsychol, CSci, AFBPsS

Appointed 2016

Jo Pallas CPsychol, AFBPsS

Appointed 2021

Libby Payne

Appointed 2017

Caroline Preston CPsychol CSci AFBPsS

Appointed 2011, reappointed 2016

Rayann C Rawlins

Appointed 2021

Sarah Rockliff

Appointed 2021

Rachel Roper

Appointed 2017

Dr Georgina Rowse BSc (hons). DClinPsy.

Appointed 2017

Samantha Salamat

Appointed 2021

Kate Saward

Appointed 2011, reappointed 2016

Carolyn Scott,

Appointed 2021

Noreen Shami

Appointed 2019

Dr Claire Smith

Appointed 2017

Sarah Snuggs

Appointed 2019

Kavita Solder

Appointed 2021

Claire Thompson

Appointed 2019

Tracey Tostevin

Appointed 2021

Victoria Tunbridge

Appointed 2019

Sue Vivian-Byrne

Appointed 2003, reappointed 2006 & 2010. New tenure 2016

PSYCHIATRIST MEMBERS**Delyth Alldrick**

Appointed 2021

Sophia Anwar

Appointed 2021

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.

Andrew Carl Wilson

Appointed 2021

Geraldine D'souza

Appointed 2021

Dr Lynne Daly MA MB BChir FRCPsych*

Appointed 2008, reappointed 2011. New tenure 2016

Steffan Davies

Appointed 2018

Bethan Davies

Appointed 2021

Mark Earthrowl

Appointed 2018

Sandra Evans

Appointed 2018

Kim Fraser

Appointed 2021

Santhana Gunasekaran

Appointed 2021

Duncan Harding

Appointed 2021

Dr Mike Isweran

Appointed 2010. Reappointed 2013 & 2018, tenure ended 2020

Dr Andrew Johns

Appointed 2018

Chris Jones

Appointed 2018

Gaynor Jones

Appointed 2021

Dr Nick Kosky

Appointed 2018

Helen McCormack

Appointed 2021

Dr Tim McInerny

Appointed 2017

Gillian Mezey

Appointed 2018

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

Appointed 2007, reappointed 2012.
New tenure 2016

Dr Kevin Murray, FRCPsych

Appointed 2018

Dr Sajid Muzaffar MBBS, LL.M, MRCPsych

Appointed 2017

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

Appointed 2008, new tenure 2018

Olumuyiwa Olumoroti

Appointed 2021

Janet Parrott

Appointed 2018

Indraneal Ray

Appointed 2021

Lavanya Sebastian

Appointed 2021

Alan Smith

Appointed 2021

Sobhi Girgis

Appointed 2021

Dr Huw Stone

Appointed 2016

Theresa Tattan

Appointed 2021

Dr Amanda Taylor

Appointed 2018

Cleo Van Velsen

Appointed 2018

FORMER ACTIVE MEMBERS**John Baird**

Appointed 2008, reappointed 2014, became a
Former Active Member in 2020

Nigel Bonson MA

Appointed 2005, became a Former Active Member
in 2019

Derek Chiswick

Appointed 2006, became a Former Active Member
in 2020

Rosemarie Cope

Appointed 2006, became a Former Active Member
in 2020

Michael Crewe

Appointed 2010, reappointed 2018. Former Active
Member & MCA Taskforce 2020–2021.

Margaret Dunne

Appointed 2010–2020, Former Active Member
& MCA Taskforce 2020–2021

Rick Evans

Appointed 2005–2015, Tenure extended to 2018,
Former Active Member 2018–20 & MCA Taskforce
2020–2021

Dr Roisin Hall C.Psychol, FBPsS

Appointed 2010, reappointed in 2018,
became a Former Active Member in 2020

Melanie Millar

Appointed 2007 – 2017, Tenure extended to 2018,
Former Active Member 2018–20 & MCA Taskforce
2020–2021

Emma Pusill

Appointed 2006–2016, Tenure extended to 2018,
Former Active Member 2018–2020, MCA Taskforce
2020–2021

Jon Roberts

Appointed 2007, became a Former Active Member in 2020

Carol Swaffer

Appointed 2005–2015, Tenure extended to 2018, Former Active Member 2018–2020, MCA Taskforce 2020–2021

Rose Thompson MA, LLM, LPC, RGN

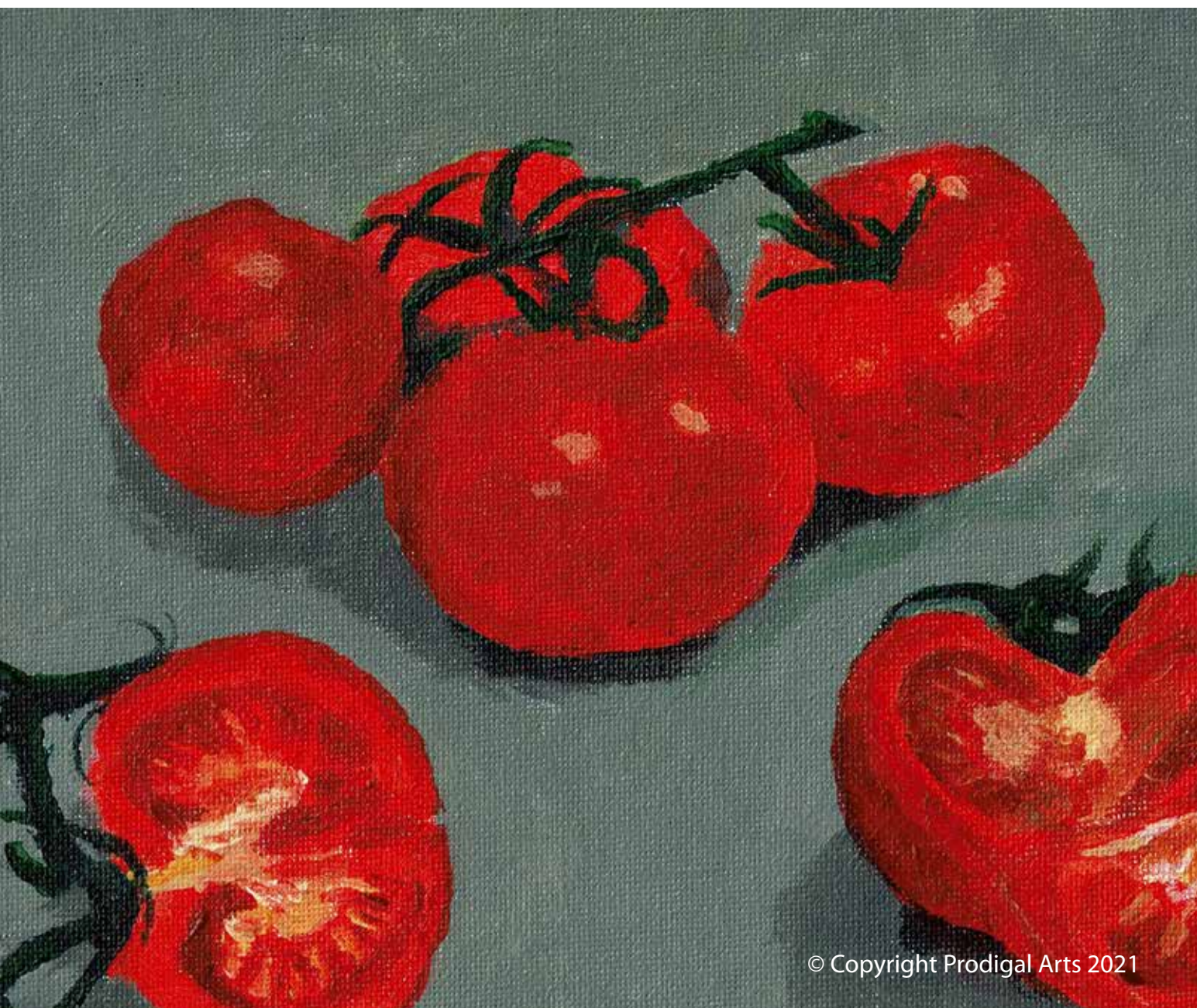
Appointed 2010, reappointed 2018, became a Former Active Member in 2020

Helen Trinder

Appointed 2010. Reappointed 2013 & 2018, became a Former Active Member in 2020

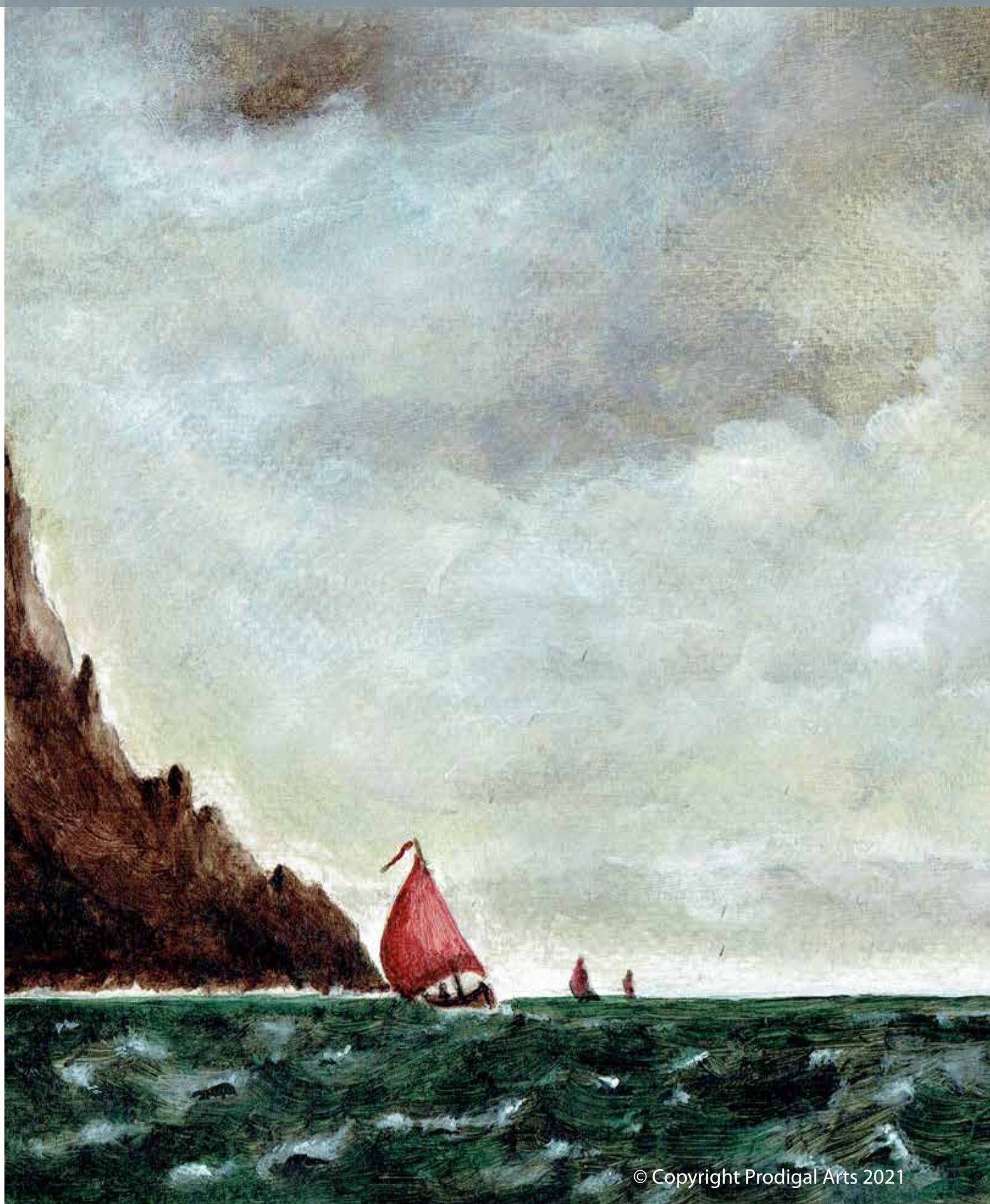
Denise White

Appointed 2006–2016, Tenure extended to 2018, Former Active Member 2018–2020, MCA Taskforce 2020–2021



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6. Glossary



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APL	Association of Prison Lawyers	VLO	Victim Liaison Officer
AWDL	Average number of Working Days Lost	VPS	Victim Personal Statement
C&AG	Comptroller and Auditor General		
CJC	Criminal Justice and Courts Act 2015		
DPP	Detention for Public Protection		
ECHR	European Convention on Human Rights		
EDAG	Equality and Diversity Advisory Group		
EIR	Employee Engagement Improvement & Recognition group		
FOI	Freedom of Information		
FReM	HM Treasury's Financial Reporting Manual		
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		
SLT	Senior Leadership Team		
SSJ	Secretary of State for Justice		

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