

the
Parole
Board

working with others
to protect the public

the Parole Board for England and Wales
Annual Report and Accounts
2011/12



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The Right Hon Kenneth Clarke QC MP
Justice Secretary
Ministry of Justice
102 Petty France
London, SW1H 9AJ

9 July 2012

Dear Justice Secretary

I have pleasure in presenting to you the Parole Board's Annual Report and Accounts for 2011/12.

The report records the work carried out by the Board last year to achieve our aim of making risk assessments that are rigorous, fair and timely while protecting the public and contributing to the rehabilitation of prisoners.

During the past year we have faced the ongoing challenge of a rise in our oral hearings caseload along with a significant backlog of outstanding cases carried over from the previous year. Our response has been to hold a record number of oral hearings for the second year running to hold the backlog at a level 40% below its peak in 2010.

The coming year also promises to be a challenging one as we work to hold down the backlog of outstanding cases in the face of a rising caseload and frozen budget.

The Board will continue to focus on maintaining the highest standards of case management and decision making as part of our core mission of working with others to protect the public.

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

Yours sincerely



The Hon Mr Justice Butterfield
Acting Chair

Mission Statement

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

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About the Parole Board

What is the Parole Board?

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

What are the aims of the Parole Board?

The Parole Board aims to:

- Make risk assessments which are rigorous, fair and timely with the primary aim of protecting the public and which contribute to the rehabilitation of prisoners where appropriate.
- Demonstrate effective and accountable corporate governance by maintaining strong internal control, setting clear objectives and managing corporate risk and to deliver best value by optimum use of resources.
- Promote the independence of and confidence in the work of the Board, while effectively managing change.

What are the responsibilities of the Parole Board?

The Parole Board for England and Wales was established in 1968 under the Criminal Justice Act 1967. It became an independent Executive Non-Departmental Public Body (NDPB) on 1 July 1996 under the Criminal Justice and Public Order Act 1994. The Parole Board's role is to make risk assessments about prisoners to decide who may safely be released into the community or to make recommendations for their transfer to open prison conditions.

The Parole Board has responsibility for considering the following types of cases:

Indeterminate sentence prisoners

These include life sentence prisoners (mandatory life, discretionary life and automatic life sentence prisoners and Her Majesty's Pleasure detainees) and prisoners given indeterminate sentences for public protection (IPP). The Parole Board considers whether these prisoners are safe to release into the community once they have completed their tariff (the minimum time they must spend in prison) and also whether they are safe to re-release following recall for a breach of their licence conditions (the rules which they must observe upon release).

Determinate sentence prisoners

These include discretionary conditional release (DCR) prisoners serving more than 4 years whose offence was committed before 4 April 2005 and prisoners given extended sentences for public protection (EPP) for offences committed on or after 4 April 2005. The Parole Board directs the release of those who have completed the minimum time they must spend in prison and the Board has considered safe to release into the community. The Board also considers any determinate prisoner referred by the Secretary of State following recall to prison for a breach of their parole licence conditions (the rules which they must observe upon release) as to whether they are safe to re-release into the community.

What types of hearing does the Parole Board hold?

The Parole Board holds two types of hearing:

Oral hearings

These normally take place in prison. For life sentence prisoners they will usually be chaired by a judge, but

most IPP cases will be chaired by an experienced Parole Board independent member. Where the circumstances of the case warrant it the panel will include a psychologist or psychiatrist. The third person will be an independent or probation member.

In addition to the prisoner and the panel, others who may be present include the legal representative of the prisoner, together with a public protection advocate representing the Secretary of State and the victim, and witnesses such as the prisoner's offender manager and prison psychologist. The victim might also be in attendance in order to present their victim personal statement.

Oral hearings are used to consider the majority of cases where an indeterminate sentence prisoner is applying for release and also for some cases, involving both determinate and indeterminate sentences, where a prisoner is making representations against a decision to recall them to prison.

Oral hearings are also held before a single member in certain recall cases. The member will hold the hearing either at the prison or remotely using video-link.

Paper hearings

Parole Board members sit in panels of one, two or three to consider cases on the papers and each member contributes to them on an equal footing. Any type of member can sit on these panels.

The panel takes a considered decision on the basis of a dossier that contains reports from prison staff and offender managers as well as details of the prisoner's offending history. The dossier also contains a variety of formal risk assessments based on offending history, behaviour in prison, courses completed and psychological assessments. The dossier may also contain a victim impact statement or a victim personal statement.

Paper panels are used to consider the majority of cases where a determinate sentence prisoner is applying for parole and also serve as the initial hearing for all cases where a determinate prisoner has been recalled to prison.

Key Statistics

26,414

The number of cases considered during the year. This compared with 25,566 in 2010/11, up by 3.3%. This rise in total cases is due to an increase in indeterminate sentence and recall cases being referred to the Board, partially offset by a fall in DCR cases. The number of resource intensive three member indeterminate sentence oral hearings rose by 16%.

4,216

The number of oral hearings that took place during the year. This compared with 3,732 in 2010/11, up by 13%. This continues the rising trend in the number of such hearings. Lifer oral hearings fell slightly from 1,607 in 2010/11 to 1,549 last year. IPP cases rose significantly from 1,430 in 2010/11 to 1,957.

878

The number of determinate sentence cases considered by paper panels during the year. This compared with 1,381 in 2010/11, down by 36%. The number of DCRs continues to fall significantly as these sentences are phased out under the 2003 Criminal Justice Act. There was also a fall in EPP and deport cases.

14,977

The number of recall cases considered during the year. This compared with 14,159 in 2010/11, up 6%. The number of single member oral hearings and sift cases to consider representations against recall fell by 29% during the year from 1,301 to 928.

22%

The percentage of DCR cases where parole was granted. This is a rise from the 19% release rate in 2010/11. The number of DCR cases considered by the Board continues to fall and only the most serious cases, on longer fixed sentences, remain in the system.

5

The number of determinate sentence prisoners recalled from parole during the year following an allegation of a further offence. This figure has fallen from 41 in 2010/11. Out of an average of 457 such prisoners on parole during the year this is a recall rate of 1.1%, which is down compared to the recall rate for further offences for 2010/11 of 6.3%.

16%

The percentage of life sentence cases considered by oral hearing where life licence was granted. This has risen from the lifer release rate of 15% in 2010/11. The release rate for IPP prisoners is 14%, up from 6% in 2010/11.

116

The number of prisoners on life licence who were recalled during the calendar year 2011 for any reason. This is out of a total of 1,909 life sentence prisoners under active supervision in the community during the year, or 6.1%. This is a small rise from the figure for 2010/11 of 111 recalls from life licence out of 1,763 prisoners in the community, or 6.3%.



Chair's Foreword

The Hon Mr Justice Butterfield

The Parole Board continues to operate in a challenging and changing environment. Our total caseload has risen strongly for the second year in succession, with the number of resource intensive oral hearings increasing significantly again over the last year.

Backlog of cases

Back in February 2009, we were facing a significant backlog of indeterminate sentence cases needing an oral hearing and the prospect of this backlog continuing to grow along with projected increases in workload. The projected increases in workload have come to pass, but the growth in the backlog has not, at least not yet.

The backlog of cases awaiting an oral hearing did peak, in April 2010, at around 2,600, but we have since reduced it to around 1,600 in April 2012. This in itself is a considerable achievement, brought about through close working with the Ministry of Justice, an increase of over 100 in the number of members, and a doubling of the caseload handled by most of our casework staff.

It is this statistic that highlights the challenge we currently face. We have doubled the number of oral hearings panels that we hold every month from 120 in the first quarter of 2009/10 to the 240 that we held in the third quarter of 2011/12. The number of cases heard at these panels has risen from 200 a month in 2009/10 to 325 a month in 2011/12.

Whilst the number of members we employ has increased the number of staff has not. Our budget was effectively frozen in 2011/12 and has been frozen again for 2012/13. We recognise the necessity for this financial freeze, but it does mean

that we have reached our operational capacity to hear cases. This presents a challenge to us, and to the Ministry, because our workload of indeterminate cases is projected to increase still further in the years ahead, by 24% in 2012/13 alone.

We do not plan to stand idly by whilst our backlog starts to rise once more and we have a number of ongoing initiatives to improve the efficiency of our operation. We have already started a review of all of our panel work policy and practice to see if we can deliver better value for money and resources at the same time as upholding the quality and fairness of our decision-making.

We also have the parole hub video-link project operating out of HMP Bristol. This project, which is currently running as a pilot scheme, is designed to increase the average number of hearings that we can hold in a day and save on travel time and costs for those prisoners and witnesses that appear by video-link. If the pilot scheme proves to be a success then the video-link project, either as a whole or elements within it, may well be rolled out to other locations across the country.

Sentencing review and future of the Parole Board

The new sentencing regime contained in the Legal Aid, Sentencing and Punishment of Offenders Act 2012 includes some specific measures that will touch on the work of the Parole Board, although the impact of these is unlikely to be felt for some time. The new sentencing regime will see more dangerous offenders given life sentences and the indeterminate sentencing system being replaced by longer determinate prison terms.

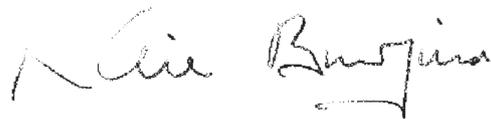
Some repeat offences will carry a 'two strikes' policy so that a mandatory life sentence will be given to anyone convicted of a second very serious sexual or violent crime. Under the Extended Determinate Sentence (EDS) offenders convicted of serious sexual and violent crimes will be imprisoned for at least two thirds of their sentence. Offenders convicted of the most serious sexual and violent crimes in this category will not be released before the end of their sentence without Parole Board approval.

The impact of these changes on our workload is not yet certain but we are unlikely to see a reduction in our caseload. The changes will not apply retrospectively to existing IPP prisoners, who will continue to be assessed by the Parole Board. In time our IPP caseload will be replaced by the new EDS prisoners, but this impact will not be felt for several years.

The outcome of the public consultation over the future arrangements for the Parole Board, that followed the Court of Appeal judgment in the Brooke case, provided no clear consensus of support for any of the proposed options. The Secretary of State, Ken Clarke, has now told us that whilst he sees our long term future together with the Courts and Tribunals Service, the time is not right to make that move.

The Secretary of State has confirmed that the Parole Board will stay as we are, as an independent Arm's Length Body of the Ministry of Justice, for the immediate future. This will bring to an end, at least for now, an unsettling period for the Board and will allow us to focus on the challenges that lie ahead.

Finally, I would like to thank our former Chair, Sir David Latham, for his inspirational leadership over the last three years.



The Hon Mr Justice Butterfield
Acting Chair

2 July 2012



Chief Executive's Review of the Year

Claire Bassett

I would like to begin this review of the year by recognising all the hard work put in by our staff, members and stakeholders and thanking them for all their hard work and dedication in maintaining high standards at the same time as significantly raising levels of performance over the last 12 months. This has been an extremely challenging year and the level of progress we have achieved is considerable.

Workload

The workload of the Board remains at a historically high level and the number of cases we are handling has increased by 3.3%, from 25,566 to 26,414, over the last year. This rise in workload is due to an increase in indeterminate sentence and recall referrals which is only partially offset by a continuing fall in DCR cases.

The nature of our current cases has continued to mean that more resource intensive oral hearings are required rather than less labour intensive paper hearings. Oral hearings were up 13% overall last year to a new record, following a 25% increase in the previous year. This is being driven by the large population of indeterminate sentence prisoners and whilst lifer oral hearings fell slightly last year, from 1,607 in 2010/11 to 1,549, Imprisoned for Public Protection (IPP) cases rose significantly from 1,430 in 2010/11 to 1,957.

The number of DCR cases continued to fall, by 36% last year, with an increasingly complex hardcore of more serious and problematic offenders left in the system. However, the number of recall cases has continued its steady rise, up 6% last year following a similar rise the year before.

Our greatest achievement this year has been to double the number of oral hearings panels that we hold every month without any increase in the number of secretariat staff. We are now averaging around 240 oral hearings panels a month, which is almost certainly our current operational capacity.

Radical thinking

The Secretary of State's confirmation that the Parole Board will stay as an independent Arm's Length Body of the Ministry of Justice, for the time being, brings to an end a period of uncertainty for the Board and will allow us to focus on the challenges that face us over the next 12 months and beyond.

The Board has been given an indicative budget settlement of £10.4 million for 2012/13. This represents an effective freeze of our budget for 2011/12. In the context of cross-government spending cuts this is a good settlement, but to stretch the budget to cover the projected 24% increase in our indeterminate workload whilst continuing to keep our backlog of cases as small as possible will be a considerable task.

To meet the ongoing challenge of the predicted increase in our workload over the coming few years will require some radical thinking on our part and probably on the part of others too. We are embarking on a fundamental review of our panel hearing process, as well as looking at further administrative savings, in order to achieve the necessary efficiencies. The scale of the challenge facing us means that we will be forced to look beyond just improving what we do now and we will be asking our partner organisations to join us in this endeavour.

Whilst the challenge facing us can seem daunting it also presents us with an opportunity to demonstrate the full potential of the Parole Board and the pivotal role it plays within the criminal justice system. I am confident that with the high levels of commitment and expertise already shown by both staff and members we will be able to do this and make the most of the opportunities on offer.

I would like to close by thanking my predecessor as Chief Executive, Linda Lennon, for the huge amount that she accomplished over the last two years.



Claire Bassett
Chief Executive and Accounting Officer
2 July 2012

Operations

Reviews

For the third year in succession there was an increase in the number of referrals leading to record numbers of oral hearing panels. The number of three member lifer hearings fell for the second year from 1,607 in 2010/11 to 1,549. For the first time three member IPP hearings exceeded lifer hearings; rising from 1,430 in 2010/11 to 1,957. This means that IPP hearings have risen by almost 200% from the 556 held in 2008/09.

DCR cases continued to fall, with 878 cases being heard in 2011/12 compared to 1,381 cases the year before while 9 paper EPP cases were heard compared to 52 in 2010/11. Whilst 12-15 DCR cases can be heard per panel, lifer/IPP reviews can only be heard as a maximum of two per panel and require far more resources in terms of both case-worker and member time.

Recalls

The number of determinate paper recalls passed by the Secretary of State to the Board rose from 14,159 cases last year to 14,977; a rise of almost 6%. Applications for Smith and West Hearings declined from 1,301 to 928 a fall of 29%. 512 Smith & West oral hearings subsequently took place; an increase of 52, or 11%, on 2010/11. ESP oral and paper hearings remained static with 588 cases in 2010/11 to 586 in 2011/12.

Deferrals, the backlog and ICM

Deferrals and adjournments on the day for both lifer and IPP cases rose from 17% to almost 24% during the year. To an extent this rise is a reflection of the increased pressure placed on the system by the steep rise in hearings at a time when resources are also under pressure for both the Parole Board and its partners. However, many cases deferred on the day could have gone ahead had reports been prepared to time and all witnesses been present.

Deferrals of determinate paper panels rose from

6% to 8% during the year. These cases represent a substantial waste of resource and will be a focus for the Board in the year ahead.

With the increase in activity, the backlog fell from 2,500 as at April 2010 to 1,600 as at April 2012. However, the number of referrals to the Board continues to rise on average between 50-80 cases per month. Figures indicate that another rise in reviews referred to us of around 19% can be expected while recall cases are likely to increase by a further 5%.

Fortunately, the Board is getting better at identifying those cases which would benefit most from an oral hearing. In 2011/12 ICM members assessed 4,646 cases, an increase of 768 and rejected 727 of them.

Operations Team and the CMS

The Recalls and Reviews Teams were brought together during the year under the Senior Operations Manager in order to move resources to meet the most urgent priorities more easily. The pressure of an increasing workload was heightened by the restrictions placed upon recruitment by the Treasury. This resulted in a deficit of caseworkers at several points during the year, although the Board was latterly able to use temporary staff once more to offer cover and a major recruitment campaign will fill most of the gaps with permanent staff during the first few months of 2012/13.

Fortunately, the casework management system created in 2010/11 has proved its worth in terms of saving time by automating basic tasks and enabling caseworkers to manage the increased caseload. A further iteration of the system is due in summer 2012 which will deliver an electronic dossier to the prisons and probation, which should serve to simplify and speed up the process.

The average number of cases heard during each oral hearing panel for the year was 1.53.

Quality and Standards

The work of the Parole Board's Quality & Standards Directorate is focused on enabling members to make fair, defensible decisions to protect the public.

During the year, the Directorate has led a number of new initiatives.

Research on parole decision-making

In January, the Ministry of Justice published the initial findings of the research into parole decisions for Lifer and Indeterminate Sentence for Public Protection (IPP) cases. This revealed that the Parole Board was no more risk averse than other parts of the criminal justice system. The research formed the basis for a members training event focused on factors influencing decisions.

There are plans to extend this research in the coming year to increase the number of cases included in the sample and to look at outcomes following decisions to release prisoners.

Improving access and quality of evidence

In response to concerns about the accuracy of information and quality of assessments provided in relation to recalled offenders, the Directorate undertook a joint project with the Public Protection Casework Section in NOMS. This achieved significant improvements and enabled the Parole Board to conclude reviews of these offenders in a more timely way.

The Directorate has contributed to a wide range of training, briefing and workshop events across a number of prisons and probation trusts. This was in response to an identified learning need and focused on increasing potential witnesses'

understanding of the Parole Board's information needs, the legal framework for our decisions and the process for reviewing cases.

Access to justice: Improving offenders' understanding of the parole process

This year, the Directorate worked alongside a number of organisations including RECOOP to meet and work with offenders to address their concerns and questions about the parole process and their experience of it. The learning from this experience means that in the coming year, there will be a review of Parole Board practice including the approach to writing decision letters. As part of this, there will be further work to gather the views of a wider range of offenders.

Training, advice and support to Parole Boards in the British Overseas Territories

In recognition of the Parole Board's role in leading developments in parole practice internationally, the Board was invited to provide expert advice, support and training to British Overseas Territories which are establishing new local Parole Boards.

Maintaining standards in decision-making

Over the last year, the Directorate has continued to develop and deliver a range of services and projects to support members in their work to protect the public.

This has included

- Expanding the reference library to ensure that members are up to date with the latest research and briefings on risk assessment, new

treatment programmes and management of offenders including guidance on personality disordered offenders and the legal framework for decisions.

- Administering the system for accrediting members to undertake different types of casework, providing assurances about their competence to do so.
- Undertaking quality assurance of parole decision-making to identify and share good practice and address learning points on an individual and cross-membership basis.
- Identifying learning needs across the membership as a basis for planning and delivering training for members. This resulted in new training on risk assessment and management of juvenile and extremist offenders and instrumental violence.
- Supporting members' continuing professional development by providing expert advice to members on their practice.
- Facilitating the reviews of serious further offence cases through the Parole Board's Review Committee and the multi-agency Joint Review Panel. Learning from these cases is widely disseminated across the Parole Board and the wider public protection network.

Performance and Development

This year we have continued to focus on:

- Developing the knowledge and skills of members.
- Improving the guidance and processes related to ongoing appraisal and accreditation.
- Retaining experience.

Highlights for the year include:

Psychologist specialists' recruitment and training

Forecast analysis led to the recruitment of 12 psychologist specialists to meet business needs. Training took place in November. This intake doubled the number of psychologist specialist members.

This training was also used as an opportunity to train:

- 2 judges that missed the training last year; and
- 4 new IPP Chairs.

All of those who attended the training are now accredited and sitting on panels.

Learning & Development Event

We spent some time analysing feedback from the event. 192 members attended the event, held in March 2012, making it the largest such event in the Parole Board's history.

Comments received from members and the Performance & Development Committee (P&DC) were very positive regarding the format. We intend to use a similar format for future events. Topics for inclusion had been identified by members throughout the year. Sessions included:

- Equality, diversity and fairness.
- How to get the most out of oral hearings.
- Assessing risk.
- Managing risk.

A series of Open Forums facilitated by the Chair and CEO proved very popular. They were seen by members to be 'a good way of engaging with members', 'valuable' and 'open and honest'. Comprehensive notes were taken throughout these sessions and an action plan was put together to ensure issues and decisions were addressed.

98% of the people who completed feedback forms thought that the event was a success.

Intensive Case Management

The ICM member manual was redrafted. It replaced previous guidance and was much longer and more detailed than the earlier versions.

Following a review of our ICM practice, ICM members were all asked to attend seminars when the findings of the review were discussed, along with ways in which to address any issues. These seminars have proven to be very valuable in ensuring that the ICM stage - a crucial one for managing the demand for oral hearings - is fit for purpose. Following the events, an action plan was developed which has further improved the system.

Equality & Diversity

The March 2011 Learning & Development Event highlighted diversity development issues. Using feedback from members, a DVD was produced for use at future events.

The DVD, introduced by Sir David Latham, consists of several scenarios played out by actors. Each scenario was scripted using feedback from members, witnesses and prisoners. The DVD was used as a focus for discussions aimed at recognising both poor and good practice in promoting equality, understanding diversity and ensuring fairness during our panels.

The DVD will be shown to all new members, and will continue to be a basic tool for future work in this area.

Development opportunities

Development Days

We designed and delivered two development days which took place in February (Manchester) and March (London) 2012. The events called on external experts to present to members on:

- The assessment of extremist offenders.
- Issues to consider when dealing with cases involving juveniles and young adults.

Psychologist Specialist Workshop

Psychologist members met in July 2011 to discuss topics related to their area of specialism. Among the issues debated were:

- Allocation of specialist members to panels.
- Training and support for new psychologists.
- Feedback from Division of Forensic Psychology Conference.
- Role of psychologists on panels.

Development policies

This has been a good year for beginning the review of a number of our member-related policies, including the Code of Conduct, the conduct complaints procedure and the development pathways for all members. Most significantly we are coming to the end of a thorough review of the appraisal system, and hope to be introducing one drawing on a number of different sources of information in the next year.

Tenure

We are grateful that both our sponsors at the MOJ and the Office of the Commissioner for Public Appointments accepted submissions from us asking for a more business-efficient appointment period for members.

As a result, from 2011 onwards, members will initially be appointed for 5 (instead of 3) years, for a possible reappointment for a further 5 years, taking them to the maximum public appointment tenure of 10 years. Other than ensuring that we do not lose experienced members earlier than we might have, this new pattern should save money and staff time. We hope, all other things being equal, to move to a 2 year recruitment cycle rather than the yearly one which has been the current pattern. It has also allowed members to be clearer about their future within the 10 year period. All reappointments for the final 5 years will be made on the basis of continued satisfactory performance.

Human Resources

The staff team continued to actively pursue improvements in the way we work. These included analysing the Reviews process to see where value is added most and re-focusing efforts so that case managers undertake less of the routine administrative tasks, and administrative officers increase their experience of a wider range of duties. Both actions should result in more focused delivery and also clearer development plans for individual staff members.

These individual development plans are being supported by our first comprehensive analysis of learning needs for all staff. The analysis has led to more strategic internal development opportunities delivered via a wide-ranging training programme, increased access to online learning modules on Civil Service Learning, and more support for line managers in setting and monitoring realistic personal development plans for their staff members.

Towards the end of the financial year, the government's recruitment freeze and associated guidelines (which unintentionally increase the time it takes to bring in new staff) meant that staff felt the effects of a flurry of departures to another NDPB. Along with increases in workload, this meant that caseworkers were under additional pressure in what was already a pressure environment. The results were felt in disappointing staff engagement results, which are being addressed by a thorough action plan to cover all the areas identified. This is resulting in greater visibility by senior managers, an attempt to make clearer career development plans for staff, and greater transparency in policies and procedures, particularly recruitment.

Litigation

In 2011/12, the Parole Board experienced a reduction in applications for judicial review, but a significant increase in private law claims for damages. The Board was a Defendant in a total of 95 applications for judicial review; 19 private law claims for damages in the County Court; and 52 pre-action claims for damages.

A total of £168,700 was paid in respect of compensation. This forms part of the charge for compensation for the year of £243,000. The Board's total litigation costs were £939,000, compared to £1,180,000 in the previous year.

Trends

1. Articles 5(4) and 5(5) - compensation

Article 5(4) of the Convention of Human Rights, gives certain prisoners the right to a timely review of detention by a court. In respect of reviews for all life and indeterminate sentence prisoners on and after expiry of their minimum term, and all prisoners following recall, the Parole Board acts as a court and can be held to account where it does not comply with its duties under the Convention. Article 5(5) gives those whose rights under 5(4) have been breached, the right to compensation. Although it is not necessarily the case that such compensation should be monetary, where a prisoner's release is delayed unfairly, cash compensation is normally called for.

The Board continues to deal with a significant backlog in the listing of its oral hearings. Hovering around the 1,500 level at various points during the year, (outstanding cases that were due to have been completed), the shortfall in the Board's

number of judicial members has been resolved; but more recently it has been the shortage of suitable psychologists within our membership, and the restriction on numbers of staff to manage cases to conclusion, that have prevented the backlog from being reduced to an acceptable level. This ongoing situation has produced the expected increase in compensation claims from prisoners whose reviews have now been completed, and seek to enforce their 5(4) and 5(5) rights.

While the Board has been party to fewer judicial reviews, and the overall litigation costs are down this year, the significant increase in compensation payments (more than double the £70,400 of the year before) is indicative of a trend that we do not expect to be reversed anytime soon. Resources remain a problem, and it is long-established that lack of resources is no defence to a breach of human rights.

In the Annual Report for 2010-11, the Board highlighted the cases of Faulkner, Sturnham, and Guntrip. It had been a busy year in the courts in respect of articles 5(4) and (5), the crucial questions being a) in what circumstances would 5(5) compensation be measured in monetary terms (i.e. a cash award); and b) where the offending party did have to provide compensation in cash, how much was appropriate for a breach of 5(4)?

From the respective judgments, and those in other related cases, a working framework of legal principles began to emerge to assist those involved:

- The test for someone released at the end of an unjustly delayed review could claim compensation if he/she could successfully demonstrate on a balance of probabilities,

that release would still have been directed by the Board had the review been completed on time.

- In the vast majority of cases where release was not directed, compensation by way of an apology and/or admission of the breach of 5(4) would be enough.
- Compensation was paid in Guntrip despite the review not resulting in his release because the excessive length of the delay had exacerbated the prisoner's mental illness symptoms

A certain level of confusion was restored, however, when in Sturnham, the Administrative Court awarded compensation where the Board had not directed release, despite there being no 'exceptional' or unusual circumstances similar to those existing in Guntrip.

Cases

Faulkner [2010] EWCA Civ 1434 and [2011] EWCA Civ 349

The Court of Appeal found in 2010 that Faulkner was entitled to compensation because he could demonstrate, on a balance of probabilities, that he would have been released if the review had been completed much earlier. The breach was found to be caused by the Secretary of State rather than the Parole Board, but established a test for compensation that the Board agreed with. The Court invited the parties to agree an appropriate figure, but in the event that was not possible and the matter was brought back. In its second judgment the Court began from the position that they would treat the case as one of unlawful detention (despite having found in the first judgment that unlawful detention could not be argued!) and awarded compensation of £10,000 for 10 month's delay.

The question of quantum (amount of compensation) is difficult. In the Board's view, the Court of Appeal's approach was wrong in law, in that they failed to follow the European authorities. It had been said by the House of Lords in Greenfield that in assessing the level of compensation the courts should apply the principles laid down by the ECtHR. Accordingly, the Board has for the first time in its history, applied for and obtained leave to appeal to the Supreme Court. The appeal is listed to be heard in November 2012.

Sturnham [[2012] EWCA Civ 452

In a surprising judgment in 2011 the Administrative Court awarded £300 compensation for a breach of 5(4) amounting to 6 months because of an administrative delay by the Secretary of State; this despite the fact that the Board had not directed the prisoner's release and in the complete absence of any special circumstances such as those in Guntrip. The Secretary of State (against whom the award was made) was given leave to appeal and the Court of Appeal allowed the appeal. The Court reinforced the principles of Greenfield and said that a declaration of the breach of 5(4) was sufficient redress in the circumstances of the case.

Albeit not an appeal by the Parole Board, the implications, had the appeal been unsuccessful, would have been severe.

Implications

Much now rides on the judgment of the Supreme Court in Faulkner. While the courts do emphasise that each award is calculated on its merits, the tendency is nevertheless for parties to look to caselaw for a yardstick when negotiating

settlements. During the course of the year, the Board has had success in settling for figures that fall well short of the £1,000 a month level laid down by the Court of Appeal in Faulkner. Whatever is decided in the Supreme Court will inevitably provide a starting point for all future claims in respect of prisoners whose release was delayed.

2. Article 5(4) Entitlement to an Oral Hearing

It has been established in law for some time that there does not exist a blanket right to an oral hearing in order to satisfy the requirements of fairness that accrue under 5(4) and in common law. In terms of those serving life sentences, that was not really an issue in any case since the Parole Board Rules, the procedural rules for such reviews, had previously given a prisoner a right to an oral hearing. However, in 2009, amendments were made to the Rules that, among other things, removed the right to a hearing and replaced it with the right to request a hearing. Such a request would be considered by the Board on its merits and dealt with accordingly.

Cases

Booth/Osborn [2010] EWCA Civ 1409 and Reilly [2011] NICA 6 (6 April 2011)

Two judgments of the Court of Appeal, one in England and Wales, the other in Northern Ireland, have been conjoined as a single appeal to the Supreme Court. The issues to be decided are:

- Is an oral hearing required in any case where assessment of risk depends on questions of the prisoner's maturity and personality? The Court of Appeal ruled that the Board is entitled to

determine suitability for oral hearing based on what the hearing is designed to achieve and whether it could make any material difference to the outcome.

- Does article 5(4) require an oral hearing in every case? This is in essence a challenge to the 2009 Amendments to the Parole Board Rules, now enshrined in the new Parole Board Rules 2012.

We do not expect to lose on the second point since this issue has been settled before the appeal courts before. The first issue is less straightforward and while we believe our arguments are sound, if the Supreme Court should go against the Board, there will be a significant increase in the number of cases going to an oral hearing and a proportionally significant increase in our backlog and liability for compensation under article 5(5).

Corporate Affairs

Stakeholder engagement

In November 2011 the Board carried out its third annual stakeholder engagement survey. This is a survey sent to the top 500 stakeholders identified by the Parole Board, giving them the opportunity to comment on issues that are of concern and giving us feedback on how well we are doing.

The Parole Board is committed to building and maintaining relationships with all of its external stakeholders by keeping them informed, listening to their views and taking those views into account in managing the organisation.

115 stakeholders responded to the 2011 survey, 50% of them were front line MOJ or NOMS caseworkers, 18% were other CJS staff, 16% were legal representatives and 17% were in some other category, including representative groups.

Some of the highlights from the survey are that:

- We increased the percentage of stakeholders who agree that the Parole Board does a good job of keeping them informed about issues affecting them from 49% in 2010 to 58% in 2011
- We increased the percentage of stakeholders who agree that the Parole Board listens to them and takes account of what they have to say from 47% in 2010 to 51% in 2011
- We increased the percentage of stakeholders who agree that the Parole Board treats them with fairness and respect from 53% in 2010 to 67% in 2011

Parole Board website

The Parole Board pages on the Justice website received around 100,000 page views during last year. This was well down on the million or so hits the site received before being merged into the Justice site, but does not include page views on the Directgov site or the old site in the National Archives.

The most popular pages visited were the contact pages, followed by information about the roles of Parole Board members, corporate reports, press release and the Parole Board Rules. The Board is currently considering how we can raise our online profile once more, maybe using social media channels.

Equality Action Plan 2012/15

In early April 2012 the Parole Board published its Equality Action Plan for 2012/15. This Plan set out specific equality objectives for the work of the Board in relation to its members, staff and stakeholders. It took into account in particular the requirements of the Public Sector Equality Duty brought in by the Equality Act 2010.

The Parole Board is committed to the promotion of equality for all members and staff regardless of age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Board values diversity and aims to treat everyone according to their needs, with respect and courtesy and making appropriate reasonable adjustments for disabled service users, staff and members.

We periodically review all our policies and practices to ensure that we are not acting in a discriminatory way and to make sure that we are demonstrating compliance with all three aims of the public sector equality duty. These aims are to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between people from different groups; and to foster good relations between people from different groups.

Freedom of Information

The Board has seen a small rise in the number of FOI requests received over the last 12 months following a massive 400% rise in the previous year. The number of FOI requests received in 2011/12 was 35, up slightly from 33 in 2010/11, but still down on the record 40 requests received in 2009/10.

There continue to be two main themes for these FOI requests. The first is a heightened interest and demand for transparency, seen right across the public sector, in how we spend public funds. The second is a growing demand from both prisoners and solicitors for statistical information related to delays experienced in having their cases heard.

In response to a previous request for financial transparency the Board has committed itself to publishing, annually, the expenses claims of its Chair and Chief Executive. These are detailed on page 23.

Chair and CEO Expenses disclosure

Sir David Latham, Chair – 1 April 2011 – 31 March 2012

Date	Destination	Purpose	Air	Rail	Taxi and Car	Accommodation /Meals	Total
			£	£	£	£	£
27 – 30/11	Milton Keynes	New Member Training				716.40	716.40
13 – 14/12	Manchester	Forum		174.50			174.0
Total			0.00	174.50	0.00	716.40	890.90

Linda Lennon, Chief Executive Officer – 1 April 2011 – 31 March 2012

Date	Destination	Purpose	Air	Rail	Taxi and Car	Accommodation /Meals	Total
			£	£	£	£	£
05/05	London	Meeting		3.80	110.40		3.80
25/05	London	Coaching Event		4.40	15.71		4.40
01/06	London	Meeting		4.40	86.40		4.40
05/07	London	Meeting		4.40			4.40
16/11	Bristol	Prison Visit		177.30			177.30
27 – 30/11	Milton Keynes	New Member Training		35.00	73.80	726.40	835.20
01/12	London	Conference		3.80			3.80
08/12	London	Meeting		4.40			4.40
09/12	London	Meeting		2.60			2.60
13 – 14/12	Manchester	Forum		210.40		21.75	232.15
05/01	London	Meeting		2.70			2.70
13/01	London	Meeting		3.95			3.95
18/01	London	Meeting		1.35			1.35
20/01	London	Meeting		3.60	9.00		12.60
25/01	London	Meeting		5.40		4.25	9.65
26/01	London	Meeting		2.70			2.70
27/01	London	Meeting		2.70			2.70
Total			0.00	472.90	82.80	752.40	1,308.10

Statistics

Determinate sentence statistics

Statistics have been produced by the Ministry of Justice Statistics Analytical Services unless otherwise stated

Summary of determinate sentence cases considered by the Parole Board 2006/07 - 2011/12

England and Wales cases	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Cases considered	6,923	6,012	2,893	1,656	1,274	718
Released	2,478	2,157	682	296	244	158
Percentage of cases considered recommended for parole	36%	36%	24%	18%	19%	22%

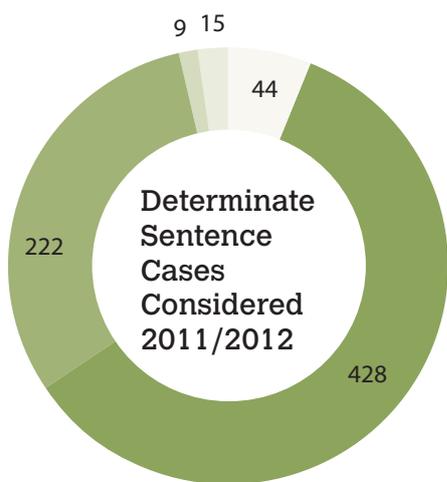
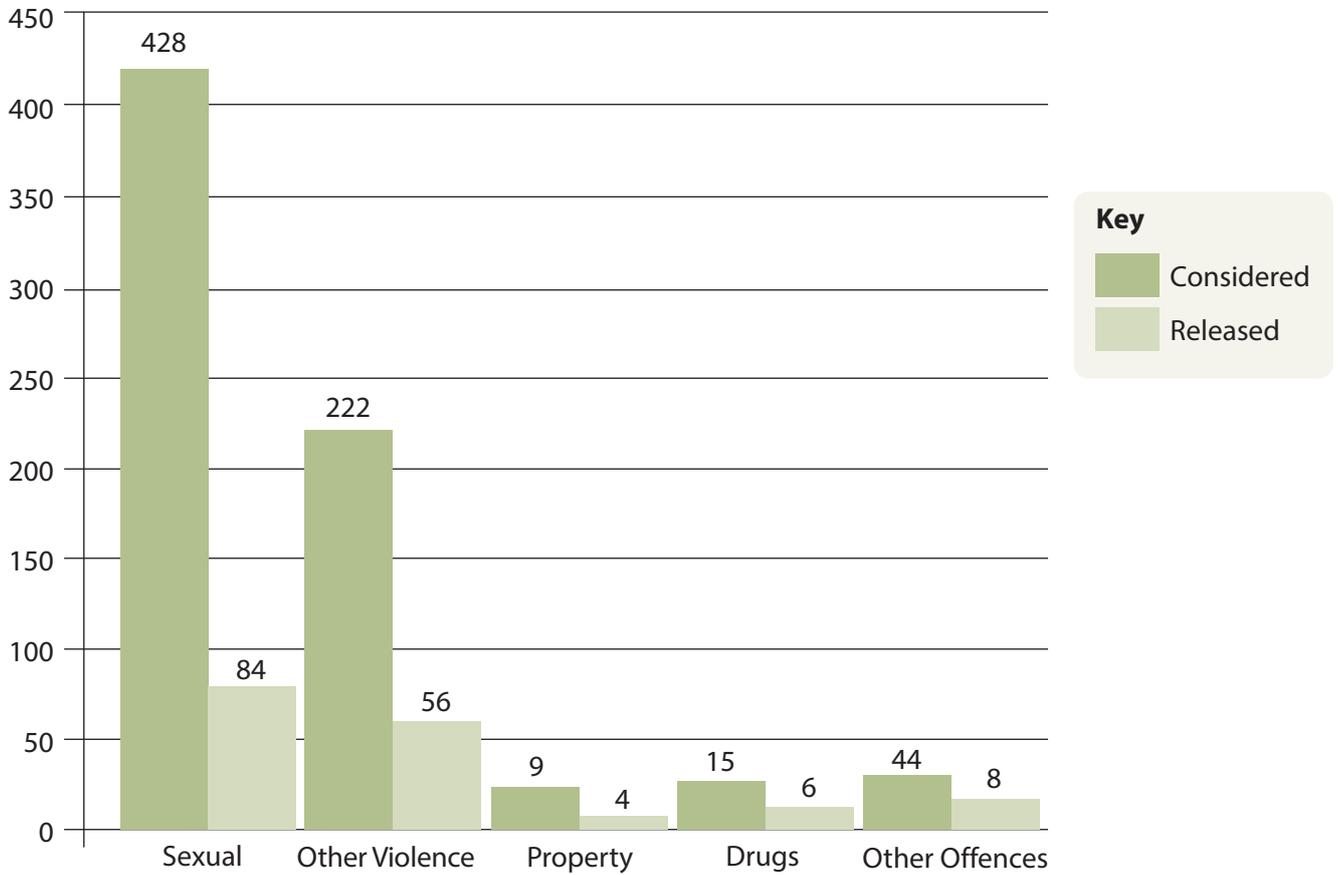
Summary of DCR cases heard by oral hearing 2006/07 - 2011/12

England and Wales oral hearings	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Cases considered	10	36	43	26	36	24
Release directed	3	16	13	13	19	9
Percentage of cases where release directed	30%	44%	30%	50%	53%	38%
Release not directed	7	20	30	13	6	4
Percentage of cases where release not directed	70%	56%	70%	50%	17%	17%

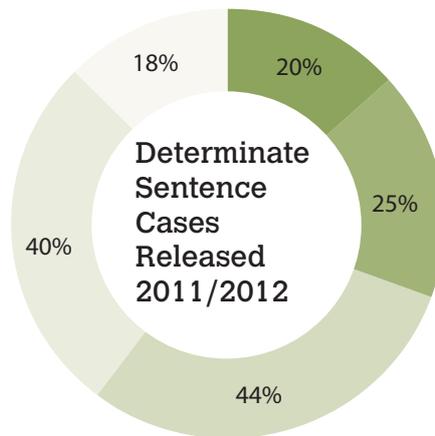
Summary of EPP cases considered by the Parole Board 2006/07 - 2011/12

England and Wales cases	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Cases considered	934	1,269	981	302	52	9
Recommended	91	93	83	44	14	2
Percentage of cases considered recommended for parole	10%	7%	8%	15%	27%	22%

Determinate sentence cases considered and released: by offence 2011/12



- Sexual
- Other Violence
- Property
- Drugs
- Other Offences



- Sexual
- Other Violence
- Property
- Drugs
- Other Offences

Prisoners on parole from determinate sentences 2006/07 - 2011/12

Year	Average number on parole
2006/07	4,285
2007/08	3,390
2008/09	2,400
2009/10	1,263
2010/11	652
2011/12	457

Persons recalled from parole from determinate sentences, by reason of recall 2006/07 - 2011/12

Reason for recall*	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Further offences	246	231	97	50	41	5
Being out of touch	201	134	59	20	18	5
Hostel: failure to reside/comply	203	142	58	36	23	2
Other reasons	564	419	240	140	126	26
All reasons	1,214	926	454	246	208	38

*Those with missing reasons for recall have been estimated

Prisoners on parole from determinate sentences recalled 2006/07 - 2011/12

Year	Number recalled	Recall as a % of average number on parole
2006/07	1,214	28.3
2007/08	926	27.3
2008/09	454	18.9
2009/10	246	19.5
2010/11	208	31.9
2011/12	38	8.30%

Summary of recall cases considered by the Parole Board including further reviews 2006/07 - 2011/12

	Number of recalls 2006/07	Number of recalls 2007/08	Number of recalls 2008/09	Number of recalls 2009/10	Number of recalls 2010/11	Number of recalls 2011/12
Considered under the Criminal Justice Act 2003	14,669	19,060	11,967	1,035	149	N/A
Considered under the Criminal Justice and Immigration Act 2008			5,217	12,388	14,159	14,977
Total cases including further reviews	14,669	19,060	17,184	13,423	14,308	14,977

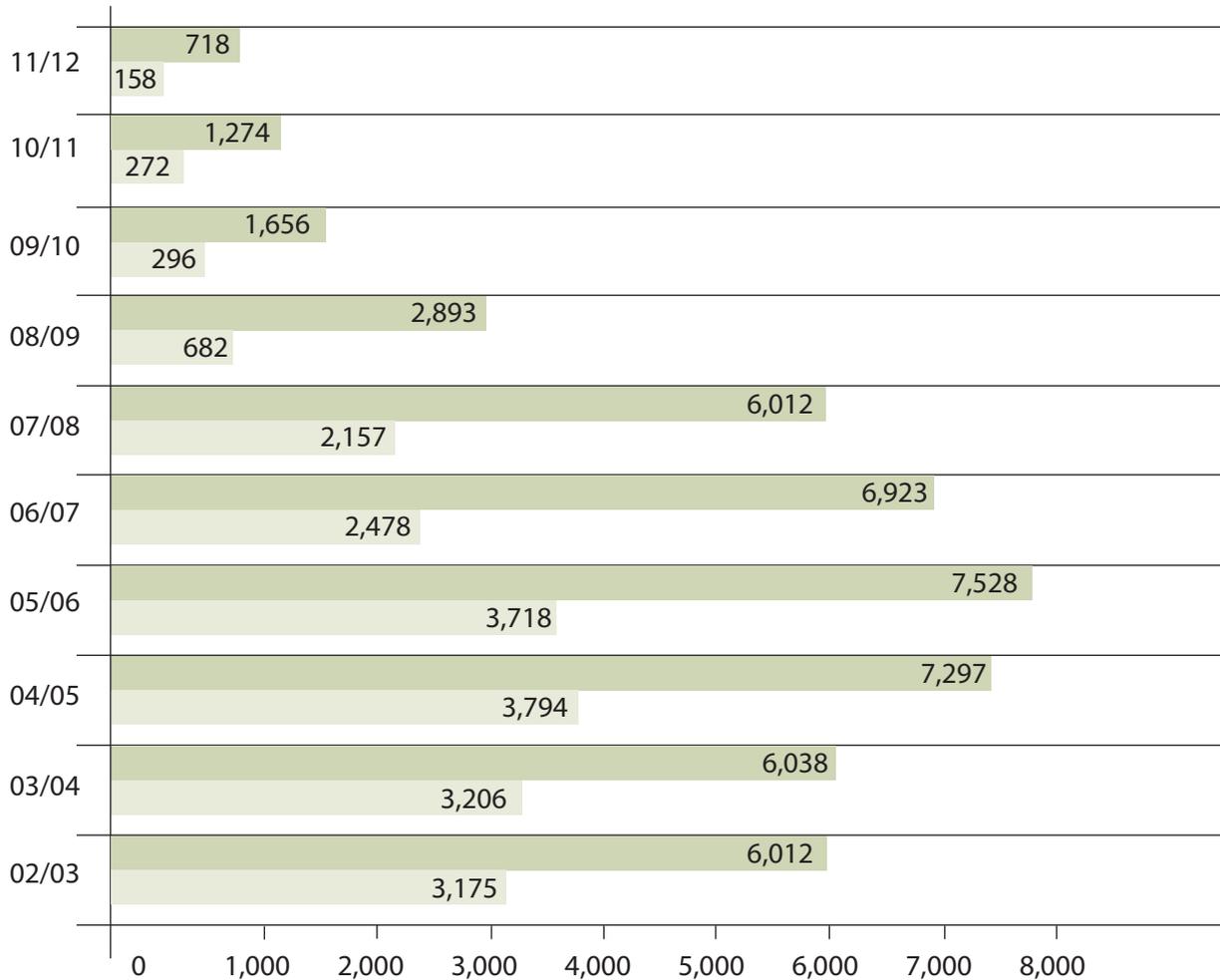
Summary of recommendations made for determinate recall cases considered under the Criminal Justice and Immigration Act 2008

	2008/09	2009/10	2010/11	2011/12
Agree to release immediately	208	670	642	697
Agree to Release at future date	204	984	1,095	776
Make no Recommendation	4,714	10,589	12,251	349
Send to Oral Hearing	91	145	171	13,155
Total Decisions	5,217	12,388	14,159	14,977

Challenges/complaints 2008/09 - 2011/12

	2008/09	2009/10	2010/11	2011/12
Challenges/enquiries/information	995	724	701	681
Requests for advice from the Public Protection Caseworking Section	7	14	2	0
Requests for non-standard licence conditions to be inserted/ varied/removed	1,473	1,267	699	0
Miscellaneous	96	45	33	0
Freedom of Information requests	11	40	33	35
Complaints about the service provided by the Board	74	129	81	48
Total	2,656	2,219	1,549	764

Determinate Sentence Parole Reviews and Decisions 2002/03 to 2011/12

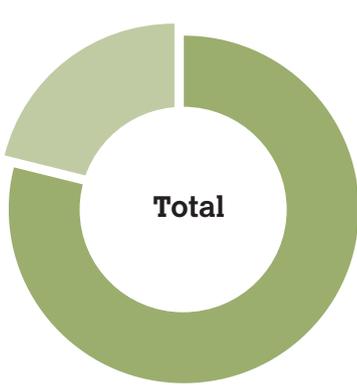


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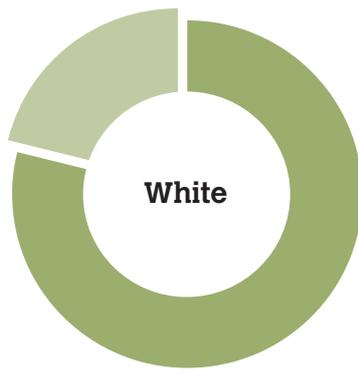
- Cases considered
- Recommended for parole

DCR cases considered and released on parole by ethnic group 2011/12

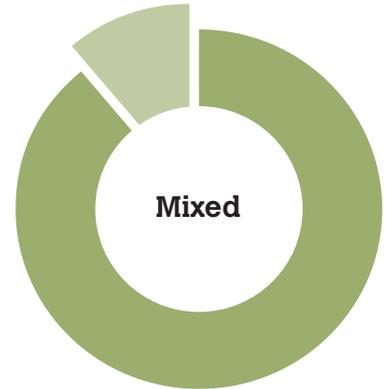
Total	All sentences 2011/12
Considered	718
Released	158
% Released	22%
White	
Considered	572
Released	132
% Released	23%
Mixed	
Considered	18
Released	2
% Released	11%
Asian or Asian British	
Considered	44
Released	10
% Released	23%
Black or Black British	
Considered	79
Released	14
% Released	18%
Chinese or Other	
Considered	3
Released	0
% Released	0%
Unrecorded	
Considered	2
Released	0
% Released	0%



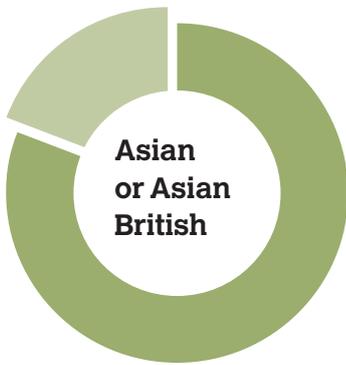
Refused 78%
Released 22%



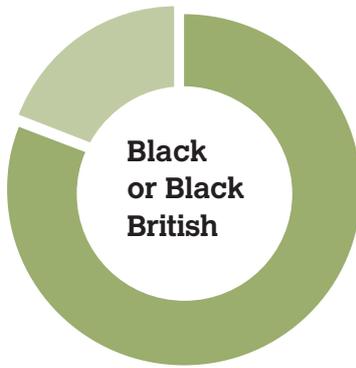
Refused 77%
Released 23%



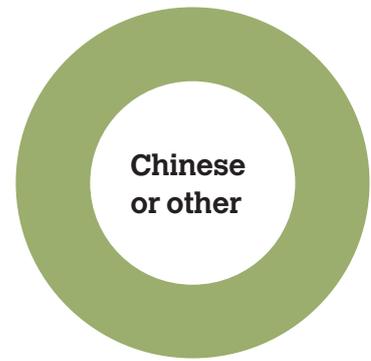
Refused 89%
Released 11%



Refused 77%
Released 23%



Refused 72%
Released 18%



Refused 100%

Summary of determinate sentence deport cases 2007/08 - 2010/11*

England and Wales cases	2007/08	2008/09	2009/10	2010/11	2011/12
Cases considered	313	138	108	74	28

*These cases were considered for the first time during 2007/08. The Board makes a recommendation to the SofS in each case.

Summary of juvenile cases heard by oral hearing 2008/09 - 2011/12

England and Wales oral hearings	2008/09	2009/10	2010/11	2011/12
Cases considered	79	41	11	6
Release directed	20	10	4	0
Percentage of cases where release directed	25%	24%	36%	0%
Release not directed	59	31	4	3
Percentage of cases where release not directed	75%	76%	36%	50%

Summary of extended sentence cases considered by oral hearing 2007/08 - 2011/12*

England and Wales oral hearings	2007/08	2008/09	2009/10	2010/11	2011/12
Cases considered	360	385	367	200	173
Release directed	81	99	114	72	76
Percentage of cases where release directed	22%	26%	31%	36%	44%
Release not directed	194	210	164	85	56
Percentage of cases where release not directed	54%	55%	45%	43%	32%
Adjourned / Deferred	85	76	89	43	41
Percentage of cases adjourned/deferred at hearing	24%	20%	24%	22%	24%

*Includes ESP representation against recall cases and annual reviews

Summary of extended sentence annual review cases considered by paper panel 2008/09 - 2011/12

England and Wales cases	2008/09	2009/10	2010/11	2011/12
Cases considered	77	100	269	272
Release directed	5	4	11	27
Percentage of cases where immediate release directed	6%	4%	4%	10%
Proceed to oral hearing	13	0	11	20
Percentage of cases proceeding to oral hearing	17%	0%	4%	7%
Release not directed	52	86	226	217
Percentage of cases where release not directed	68%	86%	84%	80%
Deferred for further consideration	7	10	21	8
Percentage of cases deferred for further consideration	9%	10%	8%	3%

Summary of Smith and West recall cases considered by oral hearing 2007/08 - 2011/12

England and Wales oral hearings	2007/08	2008/09	2009/10	2010/11	2011/12
Total Cases considered	459	422	348	379	512
Cases considered under the Criminal Justice and Immigration Act 2008					
Release Immediately	-	15	28	78	76
Release at specified date	-	15	92	132	180
Percentage of cases where release is recommended	-	7%	34%	55%	50%
Make no recommendation as to release	-	14	103	169	168
Percentage of cases where no recommendation as to release is made	-	3%	30%	45%	33%
Cases considered under the Criminal Justice Act 2003					
Recall confirmed release immediately	54	23	7	2	N/A
Recall confirmed release at specified date	157	132	40	0	N/A
Recall confirmed review at specified date	56	64	3	0	N/A
Recall confirmed decline to set a review date	97	52	3	0	N/A
Percentage of cases where recall confirmed	79%	64%	15%	1%	N/A
Recall rejected release immediately	9	16	2	0	N/A
Recall rejected release at specified date	5	3	2	0	N/A
Recall rejected review at specified date	2	2	0	0	N/A
Percentage of cases where recall rejected	4%	5%	1%	0%	N/A
Deferred/adjourned at hearing	79	86	70	79	N/A
Percentage of cases adjourned/deferred at hearing	17%	20%	20%	21%	N/A

Summary of Smith and West cases sifted and resolved without an oral hearing 2007/08 - 2011/12

England and Wales Parole Board cases	2007/08	2008/09	2009/10	2010/11	2011/12
Number of applications for an oral hearing	889	1,086	1,598	1,301	1,243*
Number of cases rejected for consideration by oral hearing	430	763	1,307	1,012	928
Saving to the Board	£350,000	£540,000	£703,000	£904,000	£770,000

* Does not include ESP cases

Indeterminate sentence statistics

Statistics have been produced by the Parole Board unless stated otherwise

Summary of on/post tariff and recall mandatory, discretionary and automatic life sentence prisoners, Her Majesty's pleasure detainees considered 2005/06 - 2011/12

England and Wales oral hearings	2005/06#	2006/07#	2007/08#	2008/09#	2009/10	2010/11	2011/12
Cases considered by oral hearing	1,195	1,421	1,423	1,272	1,075	1,432	1,253
Cases considered by paper hearing					455	720	694
Total cases considered	1,195	1,421	1,423	1,272	1,530	2,152	1,947
Release directed	270	207	207	194	172	330	311
Percentage of cases where release directed	23%	15%	15%	15%	11%	15%	16%
Release not directed	723	830	937	852	1,171	1,550	275
Percentage of cases where release not directed	61%	58%	66%	67%	77%	72%	14%
Adjourned / Deferred at hearing	202	384	270	226	187	272	310
Percentage of cases adjourned/deferred at oral hearing	17%	27%	19%	18%	17%	19%	25%
Transfer to Category D recommended	175	169	241	295	250	464	357

Includes Pre-Tariff cases

Summary of pre-tariff mandatory, discretionary and automatic life sentence prisoners, Her Majesty's pleasure detainees considered by oral hearing 2009/10 - 2011/12

	2009/10	2010/11	2011/12
Cases considered by oral hearing	95	175	161
Transfer to open recommended	61	122	106
Percentage of cases where transfer to open recommended	64%	70%	66%
Transfer to open not recommended	30	37	25
Percentage of cases where transfer to open not recommended	32%	21%	16%
Adjourned / deferred at oral hearing	4	16	30
Percentage of cases adjourned/deferred at hearing	4%	9%	19%

Summary of on/post tariff and recall IPP cases considered 2006/07 - 2011/12

England and Wales oral hearings	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Cases considered by oral hearing	74	253	556	1,007	1,292	1,786
Cases considered by paper hearing				425	969	1,038
Total cases considered	74	253	556	1,432	2,261	2,824
Release directed	6	17	43	68	140	395
Percentage of cases where release directed	8%	7%	8%	5%	6%	14%
Release not directed	44	192	390	1,197	1,901	378
Percentage of cases where release not directed	59%	76%	70%	83%	84%	13%
Adjourned / Deferred at hearing	24	44	123	167	220	437
Percentage of cases adjourned/deferred at oral hearing	32%	17%	22%	17%	17%	24%
Transfer to Category D recommended	2	21	105	320	542	576

Summary of pre-tariff IPP prisoners considered by oral hearing 2009/10 - 2011/12

England and Wales oral hearings	2009/10	2010/11	2011/12
Cases considered by oral hearing	15	138	90
Transfer to open recommended	5	68	51
Percentage of cases where release directed	33%	49%	57%
Transfer to open not recommended	9	49	24
	60%	36%	27%
Adjourned / Deferred at hearing	1	21	15
Percentage of cases adjourned/deferred at oral hearing	7%	15%	17%

Summary of pre-tariff life sentence prisoners, Her Majesty's detainees and IPP cases considered by paper panel 2007/08 - 2011/12

England and Wales IPP and life sentence prisoners	2007/08	2008/09	2009/10	2010/11	2011/12
Cases considered	397	530	941	881	313
Proceed to oral hearing	116	122	212	281	232
Percentage of cases proceeding to oral hearing	29%	23%	22%	22%	22%
Remain in closed recommended	262	376	674	597	81
Percentage of cases where remain in closed is recommended	66%	71%	72%	68%	26%
Deferred for further consideration	19	32	55	N/A	N/A
Percentage of cases deferred for further consideration	6%	6%	6%		
Transfer to open	N/A	N/A	N/A	3	6
Percentage of cases transferred to open				0%	2%

* Life licensees recalled to prison 2005/06 - 2011

England and Wales life sentence prisoners	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011#
Numbers recalled	140	178	114	89	90	111	116

*Source - Public Protection Casework Section

#Figure changed to calendar year basis to comply with publication of national statistics

*Life licensees recalled to prison by reasons for recall 2008/09 - 2011

Reasons for recall	2008/09	2009/10	2010/11	2011#
Deterioration of behaviour	35	46	69	70
Further charge	31	23	28	28
Out of touch	13	4	3	8
Failure to reside	3	10	9	10
Other	7	7	2	0
Total number recalled	89	90	111	116

*Source - Public Protection Casework Section

#Figure changed to calendar year basis to comply with publication of national statistics

*Life licensees under active supervision 2004/05 - 2010/11

Year	
2004/05	1,350
2005/06	1,368
2006/07	1,395
2007/08	1,751
2008/09	1,646
2009/10	1,797
2010/11	1,763
2011#	1,909

*Source - Public Protection Casework Section

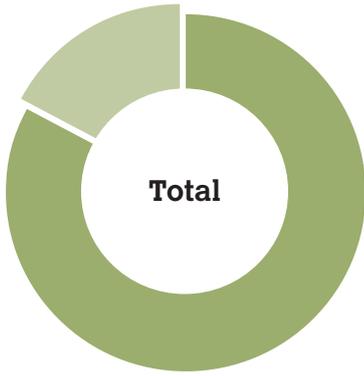
#Figure changed to calendar year basis to comply with publication of national statistics

Intensive Case Management - summary of cases considered 2007/08 - 2010/11

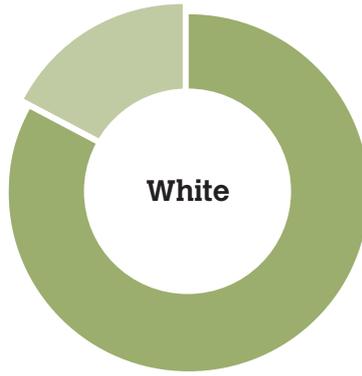
England and Wales cases	2007/08	2008/09	2009/10	2010/11	2011/12
Number of cases considered	1,066	3,145	2,972	3,878	4,646
Cases referred to oral hearing	817	2,321	1,835	2,015	2,483
Percentage of cases referred to an oral hearing	77%	74%	62%	52%	53%
Negative paper decisions accepted by prisoner	112	319	641	358	364
Negative paper decisions appealed and oral hearing refused	0	5	239	437	363
Percentage of negative decisions accepted by prisoner /oral hearing refused	11%	10%	22%	9%	8%
Negative paper decisions - request for oral hearing considered and referred to oral hearing	132	420	174	989	205
Percentage of negative decisions appealed and referred to an oral hearing	12%	13%	6%	26%	4%
Cases pending / withdrawn	5	80	83	N/A	N/A

Indeterminate cases considered and released by ethnic group 2010/11*	
Total	2011/12
Considered	4,181
Released	732
% Released	18%
White	
Considered	3,346
Released	582
% Released	17%
Mixed	
Considered	112
Released	21
% Released	19%
Asian or Asian British	
Considered	133
Released	28
% Released	21%
Black or Black British	
Considered	509
Released	87
% Released	17%
Chinese or Other	
Considered	32
Released	7
% Released	22%
Unrecorded/information unavailable	
Considered	49
Released	7
% Released	14%

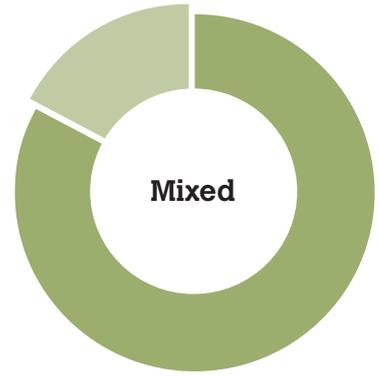
*Figures do not include indeterminate recall cases and those deferred/adjourned at hearing



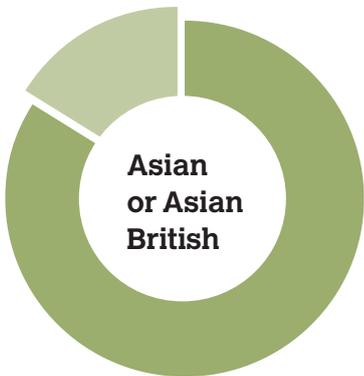
Refused 83%
Released 17%



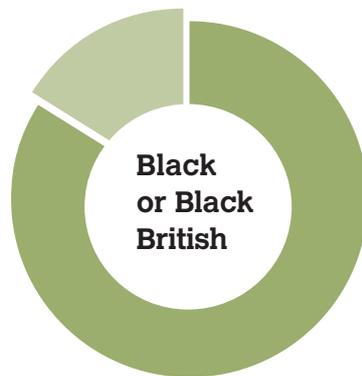
Refused 83%
Released 17%



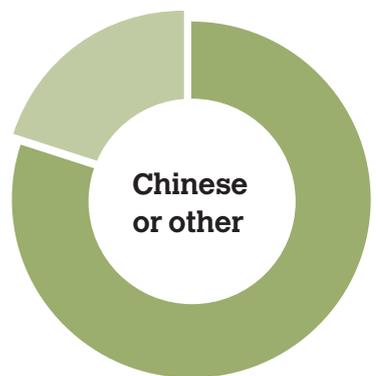
Refused 83%
Released 17%



Refused 79%
Released 21%



Refused 84%
Released 16%



Refused 80%
Released 20%

Total cases considered by the Parole Board 2004/05 - 2010/11

	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	% change from 2009/10
DCR	7,297	7,528	6,923	6,012	2,893	1,792	1,381	878	-36.42%
Deports				313	138	108	74	28	-62.16%
EPP	N/A	N/A	934	1,269	981	302	52	9	-82.69%
Indeterminate paper	273	249	283	1,463	3,675	3,913	4,759	4,965	4.33%
Other lifer cases considered on the papers - advice cases	352	429*	122	94	227	147	168	N/A	N/A
Oral Hearings - lifers (3 member)	1,341	1,195	1,421	1,423	1,272	1,170	1,607	1,549	-3.61%
Oral Hearings - IPP (3 member)	N/A	N/A	74	253	556	1,022	1,430	1,957	36.85%
Oral & Paper Hearings - ESP (3 Member)	#	317	326	360	462	662	588	586	-0.34%
Oral Hearing - DCR (3 member)	#	#	10	36	122	67	47	25	-46.81%
Smith & West (sift and single member oral hearings)	N/A	388	674	889	1,086	1,598	1,301	928	-28.67%
				(459 oral)	(422 oral)	(348 oral)	(460 oral)	(512 oral)	11.30%
Recalls (single member paper panels)	9,320	9,296	14,669	19,060	17,184	13,423	14,159	14,977	5.78%
Total cases considered	18,583	19,402	25,436	31,172	28,596	24,204	25,566	26,414	3.3%
Total Oral Hearings	1,341	1,583	2,505	2,531	2757	2,974	3,732	4,216	12.97%

Not recorded separately

* Not included in the tables in the Annual Report for 2005/06 but included in the overall cases considered

Accounts

A statement of accounts for the Parole Board

Management Commentary

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 Board as an Executive Non-Departmental Public Body from 1 July 1996. Under the provisions of the Crime (Sentences) Act 1997 and the Criminal Justice Act 2003 the Board's work now concentrates on violent and sexual offenders.

The Parole Board:

- considers, under the Criminal Justice Act 1991, the early release of determinate sentenced prisoners serving four years or more. Under the Parole Board (Transfer of Functions) Order 1998 and Coroners and Justice Act 2009 the Board has delegated authority to decide all such applications.
- has authority, under the Crime (Sentences) Act 1997, to direct the release of life sentenced prisoners; those given indeterminate sentences for public protection; and persons detained at Her Majesty's Pleasure.
- considers, under the Crime (Sentences) Act 1997 (in the case of life and indeterminate sentenced prisoners), cases of prisoners who have been recalled to prison, and considers, under the Criminal Justice Act 2003 (as amended by the Criminal Justice & Immigration Act 2008), cases of certain determinate prisoners who have been recalled to custody and determines whether re-release is appropriate.

The Board is guided in its work, with regard to life sentence prisoners and determinate sentence prisoners by the Parole Board Rules 2011 and Directions to the Board issued by the Secretary of State.

Principal activities

Mission statement

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

Applications to the Parole Board from different categories of prisoner, and referrals to the Parole Board by the Secretary of State are considered as follows:

- **Determinate sentence prisoners & those serving extended public protection sentences**
reviews based on a dossier of papers presented to the Board by the Prison Service on behalf of the Secretary of State are considered by panels of three Board members. If the panel considers that the case is suitable for an oral hearing, the case is referred to a panel of up to three Board members.
- **Life sentence prisoners, and those serving indeterminate sentences for public protection**
reviews based on a dossier of papers presented to the Board by the Prison Service on behalf of the Secretary of State. These are initially considered on paper by a single member who is experienced in such cases. If the decision of the single member is that the case is unlikely to end in release or a

progressive move to open conditions this provisional decision is communicated to the prisoner who may then choose not to pursue the application any further at this time or alternatively may exercise the right to request an oral hearing. If the single member considers that the case is likely to be suitable for release or requires an oral hearing in any case, the case is referred to an oral panel of up to three Board members.

Review of objectives

Type of case	2011/12	2010/11
Discretionary Conditional Release, deport cases and EPP	915	1,507
Indeterminate paper review and advice cases	319	1,049
Intensive Case Management cases	4,646	3,878
Oral hearings including recalls-Lifer and IPP	3,506	3,037
Oral hearings-Determinates-Recalls-Smith & West including sifts and ESP	2,051	1,936
Recall (paper recalls)	14,977	14,159
Total	26,414	25,566

Discretionary Conditional Release

The Board considered at paper panels 915 (1,507 in 2010/11) applications from determinate sentence prisoners. Of these, 878 (1,274 in 2010/11) were Discretionary Conditional Release (DCR), 28 (74 in 2010/11) were deport cases and 9 (52 in 2010/11) were prisoners with extended public protection provisions. DCR cases comprise determinate sentenced prisoners whose offence was committed before 4 April 2005 and received a sentence of four years or more. Due to the provisions of the Criminal Justice Act 2003 the number of these prisoners is falling and this is reflected in the continuing drop in these type of cases. The Criminal Justice and Immigration Act 2008 introduced measures which further reduced the number of determinate cases referred to the Board.

Indeterminate paper hearings

The number of indeterminate paper panel cases considered by the Board was 4,920 (4,759 in 2010/11) comprising 4,646 Intensive Case Management (ICM) Reviews (3,878 in 2010/11) and 274 pre tariff reviews (881 in 2010/11). Intensive Case Management was formally incorporated into the Parole Board Rules to improve the oral hearing process. 1,786 (959 in 2010/11) cases were decided on the papers without the need for a three member oral hearing. The increase in ICM reviews is due to the increase in cases referred to the Board for indeterminate oral hearings.

Oral hearings

The total number of cases considered at three member oral hearings was 4,216 (3,732 in 2010/11). Of these, 3,506 (3,037 in 2010/11) were for prisoners with indeterminate sentences (Lifer and IPP). This reflects the continuing rise in the referrals from the Secretary of State of cases requiring oral hearings as well as the efforts made by the Board to increase the number

of cases considered and reduce the backlog. This was against the background of the continuing significant rise of IPP prisoners eligible for a parole hearing. The number of oral hearings for lifers was 1,549 (1,607 in 2010/11) and for IPPs 1,957 (1,430 in 2010/11). There were 198 three member determinate sentence oral hearings (235 in 2010/11).

In addition, there were 512 (460 in 2010/11) recall cases conducted by a single member to hear representations for re-release after recall to prison for determinate sentence prisoners. This is the highest number of oral hearings held for this type of cases since the House of Lords' judgment in January 2005 in the case of Smith & West. The number of Smith & West oral hearing cases has been contained as prisoners are required to show that they have specific grounds that comply with the court decision. 928 (1,012 in 2010/11) requests for oral hearings failed to show adequate grounds.

Paper recalls of determinate sentence prisoners

The implementation in April 2005 of provisions in the Criminal Justice Act 2003 for the recall to custody of determinate sentence prisoners resulted in the Board considering 14,977 (14,159 in 2010/11) cases including further reviews.

Risk management

The Board's processes for managing risk and its key contractual and stakeholder relationships are reported in the Governance Statement. Data related incidents are reported in that statement.

Sickness absence data

The average number of days' sickness absence taken by staff working at the Parole Board from April 2011 to March 2012 was 13 days (10.9 days in 2010/11). Of these, 41% were short-term absences (e.g. seasonal colds) and 59% were long-term absences of more than 20 days. The long-term absences largely related to on-going serious health issues and work-related stress. We are actively managing all absences by putting support in place for those whose situation requires it, and reaching agreements on departure with those for whom this is the best course of action. As a caring employer which is also committed to good service to stakeholders, we continue to balance the needs of staff members who must be absent from work for genuine reasons, with the effects such absences have on remaining staff and delivery of our services.

Basis for preparing the accounts

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

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, which has included the Board's grant-in-aid for 2012/13 in its estimates. The Board's accounts are therefore prepared on a going concern basis.

Funding

The Board's sponsor is the Corporate Performance Group of the Ministry of Justice. The Board's only source of funding is grant-in-aid which is provided by the Ministry of Justice. This comprised cash funding of £10,167,000 (£10,125,000 in 2010/11). In addition, the MoJ met costs of £3,331,000 for the Board (£3,822,000 in 2010/11) and these amounts have been treated as grant-in-aid. All grant-in-aid is credited directly to reserves in accordance with HM Treasury's Financial Reporting Manual (FRM). This provided total funding of £13,498,000 which was a reduction of £449,000 from 2010/11 which was £13,947,000 (restated).

The Board also received capital grant-in-aid of £175,000 which was credited to reserves. The Board's cash at bank as at 31 March 2012 was £1,033,000. All other miscellaneous receipts, if any, including interest received on the Board's bank account, are surrendered to the Ministry of Justice for payment to the Consolidated Fund.

Financial performance

The total net expenditure by the Board was £13,719,000 (2010/11-restated as £14,157,000). Expenditure on operating costs was reduced by 8% as the Board reduced its use of serving judges, contained the cost of legal claims and implemented government wide spending restrictions on the recruitment of staff and internal savings initiatives. The overall cost of members fees increased by 7% as a result of the increase in the throughput of cases and there was a 15% increase in the number of resource intensive three member oral hearing cases. There was no increase in members' fees per case in 2011/12 or in the preceding year. As grant-in-aid is credited to reserves rather than recognised as income, the Board's financial statements reflect the expenditure to be financed by grant-in-aid.

The Statement of Financial Position shows total reserves of £625,000 as at 31 March 2012. The opening balance of £37,000 on the government grant reserve was transferred to income and expenditure reserves to comply with Treasury guidance on the treatment of capital grant-in-aid (note 2).

Unit costs

The estimated unit costs to the Board for processing each category of case are as shown in the table below. These costs include all costs born by the Board together with costs born by MoJ on the Board's behalf. The decrease in cost per case is due to a reduction in expenditure for the year together with an increase in the volume of cases.

Unit costs		
	2011/12 Per case	2010/11 Per case restated
Paper hearing – Determinate sentence case (DCR) and EPP	£605	£669
Oral hearings – three member panels for the hearing of lifer, IPP and extended sentence prisoners (ESPs)	£2,413	£2,775
Intensive Case Management	£397	£432
Oral hearings – single member panels for the hearing of representations against recall for determinate sentence prisoners	£830	£913
Recalls under the Criminal Justice Act 2003	£72	£74

Non-current assets

The main additions to non-current assets were new laptops and other IT equipment to equip staff and members with computers to undertake their work. The Board also bought heavy duty scanners to enable electronic processing of the Board's mail as part of the move to work more efficiently.

Payment performance

The Board's policy, in line with Government requirements, is to pay a minimum of 90% of its creditors within 10 days, with a target of achieving a 100% payment rate within 30 days. During 2011/12 93% (91% in 2010/11) of all invoices were paid within the target period of 10 days and 99.6% were paid within 30 days.

Audit

Internal audit services are provided by the Ministry of Justice Internal Audit Division and in 2011/12 the amount charged for these services was £24,000. This included the provision of 50 days' audit, attendance at meetings of the Audit & Risk Management Committee and provision of guidance and assurance. External audit is provided by the National Audit Office and the Certificate and Report of the Comptroller and Auditor General to the House of Commons is attached to these Accounts. The Board has accrued for £22,000 in respect of the statutory audit for 2011/12. 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 they ought to have taken to make themselves aware of any relevant audit information, and to establish that the Parole Board's auditors are aware of that information.

Future developments

The Chairman's foreword reports on the options for the future status of the Parole Board.

Corporate governance

Management Board

The Chairman of the Board was Sir David Latham. The Vice-Chairman of the Board is Mr Justice Butterfield. The Chief Executive was Linda Lennon until 1 March 2012 and the Deputy Chief Executive is Miles Dagnall. Claire Bassett was appointed Chief Executive and Accounting Officer from Tuesday 10 April 2012. Miles Dagnall was acting Chief Executive and was formally appointed as Accounting Officer for the interim period. The full-time salaried members of the Parole Board during 2011/12 were Chitra Karve (Director of Performance & Development) and Martha Blom-Cooper (Director of Quality & Standards). These two full time members also serve on the Management Board.

The Chairman, and all other members of the Parole Board, are appointed by the Secretary of State under the Criminal Justice Act 2003, and are therefore statutory office-holders. Most members serve on a part-time basis and are fee-paid. The two full-time members, who are salaried, serve on the Management Board as do four part-time members appointed by the Chairman of the Board, together with the Chair of the Audit & Risk Management Committee and the Chair of the Performance & Development Committee. The Chief Executive and Deputy Chief Executive (who are not statutory members of the Board) also serve on the Management Board.

All details concerning the remuneration of the Management Board are included within the Remuneration Report while information on corporate governance is included in the Governance Statement.

Senior management had no other directorships or interests which required disclosure.

The part time Parole Board members of the Management Board were:

- Graham Bull
- Andrew Purkis
- John Chandler
- Sian Flynn
- Cedric Pierce (ex officio member)
- Rick Evans (ex officio member)

There were 10 meetings of the Management Board during 2011/12. All details concerning payments to members of the Management Board are included within the Remuneration Report. The part-time members receive a daily fee for attendance at the Management Board.

A full list of members of the Parole Board is given at the end of this report.

Audit and Risk Management Committee

The Board has an Audit & Risk Management Committee, which met three times in 2011/12. Several part-time members of the Parole Board who are not involved in the Board's management serve as non-executive members. Its membership comprises four part-time members of the Board and an Independent External Member. During 2011/12 they were:

- Cedric Pierce (Chairman)
- Francis Dobbyn (Independent external member)
- Alan Rayner
- Brenda McAll-Kersting
- Simon Evans from April 2011

The terms of reference for the Audit & Risk Management Committee include the responsibility to advise the Accounting Officer on:

- the strategic processes for risk, control and governance;
- the accounting policies and the accounts of the organisation;
- the planned activity and results of both internal and external audit;
- adequacy of management response to issues identified by audit activity;
- assurance relating to the corporate governance requirements for the organisation and
- the risk of fraud.

Pension scheme

Comprehensive details of the various pension schemes available to the Chairman, salaried full-time members and staff of the Board are contained within the Remuneration Report and note 3 to the accounts. The service of part-time fee-paid members of the Board is not pensionable.

Investors in People

The Board is committed to maintaining the standard required for continuing accreditation under Investors in People.

Member and employee involvement

Members were consulted through discussions at members forums and development days during 2011/12. Members also participated in various working groups on policy initiatives on behalf of the Board. Members and staff of the Board were also fully involved, along with our stakeholders, in the preparation of the Board's Business Plan for 2011/12. Staff have continued to be involved and informed through regular meetings with the Chief Executive and other staff meetings. Information on procedures and performance was circulated by means of regular fortnightly communications by email to all staff from the Chief Executive and the monthly newsletter. Members and staff also receive the monthly publication, the Board Sheet, and attend the annual conference.

Equality and diversity

The Parole Board is committed to a policy of equal opportunity for all members and staff, regardless of race, ethnic origin, religious belief, gender, gender orientation, sexual orientation, disability, age or any other irrelevant factor. It will also provide guaranteed interviews to candidates who qualify under the requirements of the Disability Discrimination Act 1995 who meet the criteria for jobs in the Secretariat. The appointment of members is the responsibility of the Secretary of State. Parole Board members are trained to act fairly when considering cases. There is an Equality and Diversity Steering Group led by a Diversity Champion who is a member of the Board's Management Board.

Health and safety

The Parole Board is committed to maintaining the standards required by the Health & Safety at Work Act 1974 and other United Kingdom and European regulations for the health and safety of its members and staff. The Board has a Health & Safety Officer. A Health and Safety Committee with member and staff involvement met during 2011/12.

Claire Bassett

Chief Executive and Accounting Officer

2 July 2012

The Parole Board for England and Wales

Statement of Accounting Officer's Responsibilities

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 and cash flows for the financial year.

In preparing the accounts the Accounting Officer is required to:

- 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 have been followed, and disclose and explain any material departures in the financial statements; and
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Parole Board will continue in operation.

The Permanent Secretary of the Ministry of Justice has appointed the Chief Executive of the Parole Board as its Accounting Officer. The Chief Executive's relevant responsibilities as Accounting Officer, including her responsibility for the propriety and regularity of the public finances and for the keeping of proper records, are set out in the Non-Departmental Public Bodies' Accounting Officers' Memorandum issued by the Treasury and published in Managing Public Money.

Governance Statement

The Parole Board is an Arms Length Body sponsored by the Corporate Performance Group of the MoJ. The relationship between the Board and its sponsor is determined by a framework agreement. As Accounting Officer, I am responsible for the systems of internal control and risk management.

1. The governance framework of the organisation

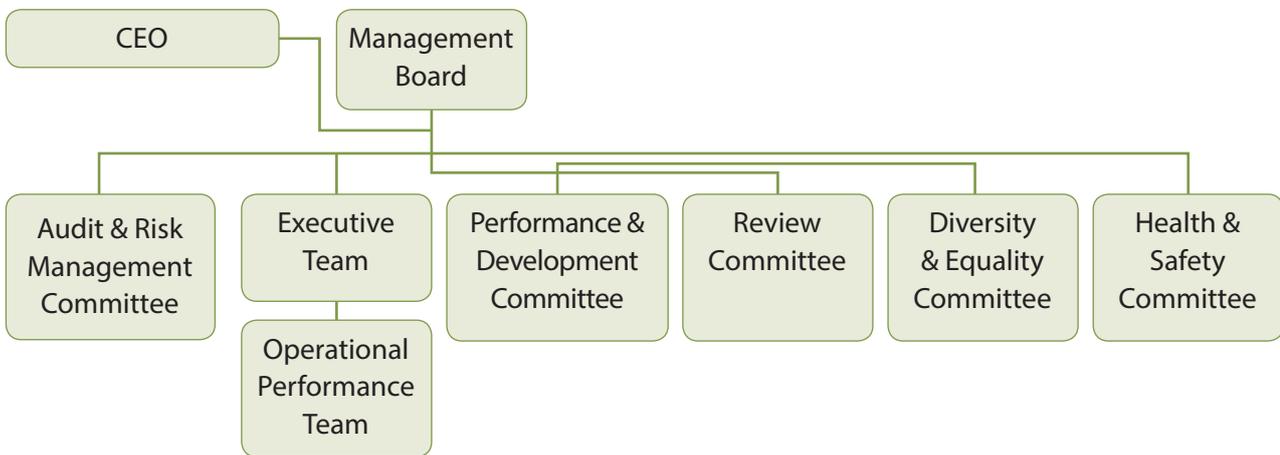
1.1 Founding legislation

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 Public Body from July 1996.

The Board’s legislation establishes that the Board shall consist of a Chairman and not less than four other members appointed by the Secretary of State, and specifies certain specialisms (e.g. medical/judicial) which must be represented in its membership. Beyond this, the legislation does not provide a framework for governance and the current governance structure was set up by the Parole Board in 2007.

1.2 The Management Board

The Management Board is the principal governance committee of the Parole Board which oversees the governance framework outlined below.



Membership of the Management Board consists of:

- Chair of the Parole Board (Chair)
- Vice-Chair of the Parole Board (Deputy Chair)
- Chief Executive Officer
- Deputy Chief Executive/Head of Operations
- Director of Performance & Development
- Director of Quality & Standards
- 4 Parole Board members (non-executive members *)
- 2 Parole Board Members serving ex officio (the Chair of the Audit and Risk Management Committee and the Chair of the Performance and Development Committee as non-executive members*)

The executives on the Management Board are all employees of the Board. The non-executives are all appointed for a three year term of office. Non-voting attendees at the Management Board meetings include the Head of Corporate Affairs, the Head of Finance and the Head of Litigation.

The Chairs of the Audit & Risk Management Committee and the Performance & Development Committee are additionally ex-officio members of the Management Board and are invited to all Board meetings. The Chair of the Review Committee is the Vice-Chair who also sits on the Management Board. The Chair of the Equality & Diversity Steering Group is a non-executive member of the Management Board.

The Management Board meets ten times a year and is responsible for strategic issues (including the three year business plan). It also receives key management information to support and challenge the Parole Board's operation and performance. It is also responsible for casework policy, for formally approving the Board's budget, and for approving its annual report and accounts.

*Non-executive directors as defined within the Board's governance structure are drawn from its membership and while not employees of the Board have a financial interest based upon the fees received for attending parole hearings and meetings.

1.3. The Audit & Risk Management Committee (ARMC)

Membership of the ARMC consists of:

4 Parole Board members (non-executive members, one of whom acts as Chair and is therefore an ex-officio member of the Management Board), and one external non-executive also chairs the HMCTS Audit Committee and is a non-executive director of that body.

Meetings are also attended by:

Chief Executive Officer
Deputy Chief Executive/Head of Operations
Head of Finance
MoJ Internal Audit representative
NAO representative

The non-executives are all appointed for a three year term of office.

The ARMC is responsible for advising the Chief Executive (as Accounting Officer) and the Management Board on issues of risk, control and governance. The Committee also ensures that the key risks including information security are properly identified, managed and mitigated where possible. The ARMC reports to the Accounting Officer on the activity and results of internal and external audit.

1.4. Performance & Development Committee (PDC)

Membership of the PDC consists of:

Director of Performance & Development
Director of Quality & Standards
4 or more Parole Board members, including one judge, one or more other specialist members and 2 independent members (non-executive members, one of whom acts as Chair)

The executives on the PDC are both employees of the Board. The non-executives are all appointed for a three year term of office.

The PDC is responsible for identifying and advising on issues relating to the competency, performance, deployment, support and development of Parole Board members.

1.5. Executive Team (ET)

Membership of the ET consists of:

- Chief Executive Officer (Chair)
- Deputy Chief Executive/Head of Operations (Deputy Chair)
- Director of Performance & Development
- Director of Quality & Standards
- Head of Litigation
- Head of Corporate Affairs
- Head of Quality Unit
- Head of Finance
- Head of HR & Change Management
- Learning & Development Manager
- Senior Operations Manager

The monthly ET meetings are chaired by the CEO and receive reports on performance and finance at each one. It creates the Business Plan for the Management Board as well as the Corporate Governance Statement and prepares the Board's budget. It also meets quarterly to review the organisation's risks. The budget is formally devolved to ET budget holders. The ET approves the annual updates to the Business Continuity Plan, IT and Health and Safety policies.

Performance issues at a tactical level are discussed by operational managers at the Operational Performance Team chaired by the Senior Operations Manager and key data is shared with the ET.

1.6. Review Committee (RC)

Membership of the RC consists of:

- Vice-Chair of the Parole Board (Chair)
- Director of Quality & Standards
- 4 Parole Board members, including one judge, one other specialist member, one probation member and one independent member (non-executive members)
- 2 external members

The executive on the RC is an employee of the Board. The non-executives are all appointed for a three year term of office.

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

1.7. Equality & Diversity Steering Group (EDSG)

The Diversity and Equality Committee is chaired by the Equality and Diversity champion appointed by the Management Board. Its membership is made up of both members and staff and meets quarterly and makes a report to the Management Board. The Chair is appointed by the Management Board from among its non-executive members as Diversity Champion for the Parole Board as a whole for a 3 year term of office as are the non-executive members.

Membership of the EDSG consists of:

- EDSG Champion (Chair, appointed by the MB)
- Chief Executive
- Director of Performance & Development
- Head of Corporate Affairs
- Head of HR
- 3 or more Parole Board members (non-executives)
- 3 or more Parole Board staff

The EDSG is responsible for raising awareness of diversity issues, identifying how they impact on the Board's work and co-ordinating projects to develop policy and practice.

1.8. The Health and Safety Committee (HSC)

Membership of the HSC consists of:

- Head of Corporate Affairs (Chair)
- a nominee from the Management Board
- 3 or more Parole Board staff
- 2 members of MoJ Facilities and
- 1 representative of the facilities sub-contractor.
- 1 representative of the trade union side

The non-MoJ members are appointed for a three year term of office.

In addition to the formal board sub-committees, there are a number of other committees and groups which contribute to the wider governance of the Board. These include the Operational Performance Team, the Employee Engagement Group and the Reward and Recognition Team as well as various ad hoc groups and project groups designed to discharge specific functions.

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

The Management Board approved in March 2012 proposals for the introduction of an Appraisal Scheme for members who sit on the MB and Chairs of Committees which operate under the aegis of the MB.

The proposals include the use of competencies and performance indicators. The indicators are intended as a guide to the evidence needed to support an evaluation of a member's competence. The competencies will ensure that members' performance is evaluated in terms of their contribution to the effective governance of the Parole Board. The competencies and indicators are drawn from published guidance and accepted good practice in effective governance.

Appraisals will generally take place annually. At the start of the year, objectives should be set for members. At the end of the year, the member will meet on a one-to-one basis with the Chair to review their performance against the agreed objectives and competencies. The Chair will then lead an assessment of the effectiveness of the Board.

The scheme will also apply to the Chairman and his/her appraisal may be conducted by the relevant Director General in the Ministry of Justice.

Attendance of Management Board members during 2011/12 was an average 79% across the membership of the Management Board.

Meeting agendas and papers are circulated electronically a week in advance and provide sufficient evidence for sound decision-making. Agendas are planned to ensure that all areas of the Board's responsibilities are examined during the year.

3. Highlights of board committee reports, notably by the Management Board and the Audit and Risk Management committee

The Management Board met ten times in the year and in its oversight role for operation and performance gave advice and support to the Accounting Officer. In exercising this oversight role it received regular reports from the other committees in the governance structure and assured itself that there are effective governance arrangements in place e.g. to identify and manage risks.

Key issues for the MB during 2011/12 were the final resting place for the Board and future relationships with any new sponsor or organisation, the appointment of a new Chair and CEO, the impacts of the significant and continual increases in workload, resisting attempts to reduce the budget in the light of the workload increases and the reputational risk of not making progression payments to staff.

Key issues for discussion in the ARMC during 2011/12 included the distribution and quality of work among the membership and the problems of the Board's IT provision in relation to Information Assurance. The Committee also monitors and holds the ET to account for progress on action plans arising from completed audits. It is assisted in this task by the NAO/MoJ Internal Audit teams.

4. Corporate Governance Arrangements

The Board aims to ensure that its governance arrangements follow best practice and follow the Corporate Governance Code to the extent that its size and status allows. The Board has established the following material departures from the provisions of the Code:

- The Board has not established a nominations and governance committee as it was considered that the size of the organization did not warrant it;
- It is recognized that there is a lack of an independent Non Executive Director on the board, therefore there is a potential lack of challenge and an 'outside view'. The non-executive members of the Management Board all consist of members of the Parole Board as a whole and they were primarily selected for their expertise in making the risk based decisions which is the foundation of the Board's work. However, they are not employees and do bring a mix of additional skills a range of viewpoints based upon their experience outside the Parole Board. Now that the Parole Board's position within the framework of the justice system is resolved, at least for the time being, the Corporate Governance arrangements of the Board will be re-assessed;
- There has been no formal evaluation of the Management Board and its sub-committees in 2011/12.

4.1. Internal Audit

Internal Audit provide a total of 50 days resource for the Board and have audited the Board's Listing and Reviews sections to examine processes and systems in the light of the significant developments to the Board's Casework Management System during the year.

Internal Audit have also examined the Board's contingency planning arrangements. Internal Audit report at each meeting of the ARMC. At least annually, the Head of Internal Audit (HIA) provides the Accounting Officer with a report on internal audit activity. The report includes the HIA's independent opinion on the adequacy and effectiveness of the Board's system of internal control. The overall opinion of the HIA reported to the Accounting Officer in March 2012 was that "Audit work undertaken during 2011/12 indicates that the Board's governance, risk management and control arrangements are generally adequate and effective."

4.2. National Audit Office (NAO)

National Audit Office representatives attend the meetings of the ARMC. The NAO act as the Board's external auditors. Management consider any reports from the NAO in this capacity with a view to ensuring that financial reporting and control procedures remain fit for purpose.

5. Risk assessment and management in the Parole Board,

5.1. Principles of managing risk for the Parole Board

The Parole Board's risk management framework ensures that risks to achieving its business objectives are properly identified, managed and monitored. These are assessed on a grid which evaluates 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 its reputation amongst its stakeholders and society at large.

5.2. Operation of the Governance framework

Individual key risks are assigned to named individuals and risks reviewed on a systematic basis by the Executive Team (every 3 months) and also the Audit & Risk Management Committee who will then advise the Accounting Officer and Management Board. Additionally, major projects will each have their own risk register identifying, measuring and monitoring risks to the project's objectives.

Regular reports on risk are received at each meeting of Audit & Risk Management Committee. An annual risk seminar open to all members of ARMC and relevant staff is held in November at the beginning of the planning cycle. At the seminar, the risks for the upcoming year will be identified and evaluated and compared with existing risks to identify any changes. All risks, whether existing or new are scored afresh. These risks then feed into the Parole Board's business planning for the year ahead and inform the Management Board's exercise of the strategic overview of the Board.

Internal audit services are provided by the MoJ's internal audit section and the annual audit plan takes into account the risks recorded on the risk register. The NAO provide external audit services looking at the performance priorities identified in its 2008 report and the Board's financial performance. Actions are agreed in response to recommendations made and are followed up to review progress on implementation.

Throughout the year the Board continued to ensure that it was managing the risks relating to information assurance appropriately. Information Security arrangements are broadly in compliance with those in the Security Risk Management Overview supplied to the MoJ and the self-evaluation of the mandatory requirements was positive. All staff participated in information assurance training during the year. The Board is responsible for 90,000 dossier movements per year and there were several incidents of temporary data-loss as outlined below.

The Parole Board is sponsored by the MoJ Corporate Performance Group and the 5 top risks are reviewed jointly each quarter. The sponsor supports the work of the Board in relation to other CJS agencies and provides the vital link between the Board and Ministers. Recent examples include a submission to ministers on the risks associated with the Board's expanding workload and support for investment in the Board's judicial membership and IT.

5.3 Summary of key risks identified during the year.

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:

(a) In August 2011 the Board received warning of a projected 22% increase in referrals of parole reviews, with a further 40% over the next 3 years. Furthermore, the rise in recalls would be 8% with additional 5% rises year on year over the next 3 years. These rises risk overwhelming the Board's resources and starting to substantially increase the backlog of cases awaiting a hearing. In order to mitigate the risk the MB has initiated a review of how the Parole Board handles its entire workload. This is due to conclude during the first quarter of 2012/13. However, the Board has endured year on year increases in its workload and is reaching the limits of its capacity to absorb more without significant increases in resourcing. As a consequence the MoJ sponsor and NOMS have made two joint submissions to ministers during the year outlining the situation. A fundamental review of the parole system will be introduced into future work as part of the MoJ's Transforming Justice Programme.

(b) Another major risk is the provision of quality information from the Board's partners and stakeholders to enable accurate risk-based decisions to be made, especially in relation to the reduction of resources within NOMS. The Board has noticed an increase in deferrals of hearings, of which quality of information may be one element and is conducting research into the reasons for this.

(c) Information assurance is a key concern to the Board. The Board is responsible for around 90,000 physical movements of dossiers per annum. There were 7 incidents during the year where information was misplaced temporarily but recovered without compromise. These included 2 more serious incidents where information was left by panels at the end of hearings within prisons and where prison staff had failed to collect. As a result, inmates on both occasions had limited access to the information. Investigations by the Board and NOMS have resulted in mutual changes of process to ensure that this is not repeated. One laptop was stolen during the year. However, the laptop was encrypted to the latest government recommended specifications at the time of issue.

(d) The Board supports 250 members who work remotely making parole decisions. MoJIT appraised the Board of a problem with using e-mail clients such as MS Outlook which are vulnerable to remote hacking when using the CJSM. To mitigate the risk the Board has directed its membership to use web-mail when communicating with the Board and has accelerated its programme to replace the oldest laptops.

(e) There is a risk of parolees committing serious further offences. The Review Committee looks at cases of serious further offending. Lessons learnt from such cases are taken up with the Board's members and partners. This risk can only be mitigated to a degree, and the Board's release decisions are themselves based on a risk assessment.

5.4 Ministerial Directions.

The Board received no ministerial directions during the year.

6. Accounting Officer's statement

As Accounting Officer I have responsibility for reviewing the effectiveness of the system of internal control, including the risk management framework. I joined the Parole Board as Chief Executive on 11 April 2012. Linda Lennon, the CEO for the Parole Board, left on 1 March 2012. The Deputy CEO acted as Accounting Officer until my arrival. This statement describes the systems in place from 31 March 2011. I have placed reliance on the previous Chief Executive and the interim Accounting Officer as to the accuracy of the statements made about the period before my appointment. My review is informed by the work of the internal auditors, the National Audit Office, executive officers of the Board, together with its members who have responsibility for the development and maintenance of the internal control framework. I have been advised specifically by the Audit and Risk Management Committee and the Management Board and am satisfied that plans resulting in continuous improvement of the system are in place. I am satisfied that all material risks have been identified and those risks are properly mitigated and managed according to the Board's ability to do so. However, the ability of the Board to meet the significant year on year increases of workload within its present resources remains a concern.

Claire Bassett

Chief Executive and Accounting Officer

2 July 2012

The Parole Board for England and Wales

Remuneration Report

Remuneration policy

The Chairman, and all other members of the Parole Board, are appointed by the Secretary of State under the Criminal Justice Act 2003, and are therefore statutory office-holders. Most members serve on a part-time basis and are fee-paid. Two members serve on a full-time basis and are salaried. The two full-time members serve on the Management Board as do four part-time members appointed by the Chairman of the Board. The Chief Executive until 1 March 2012 was appointed by the Board's sponsor. The Deputy Chief Executive was appointed by the Board. The Chief Executive and Deputy Chief Executive (who are not statutory members of the Board) also serve on the Management Board. A new Chief Executive, Claire Bassett, was appointed from 11 April 2012.

This report discloses the remuneration of those serving on the Management Board (comprising the Chairman, four other members, and two ex officio members, the Chief Executive and the Deputy Chief Executive). This disclosure is made in order to comply with Treasury requirements to show the remuneration of those who influence the direction of the entity as a whole.

Remuneration is determined as follows:

- for the Chairman, by the Secretary of State;
- the Vice-Chairman is a serving High Court judge who receives no remuneration from the Board;
- for the full-time members, with reference to Home Office pay scales;
- for the part-time members (including those serving on the Management Board), at a fixed and non-pensionable rate of £190 (£190 in 2010/11) 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 following 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; and
- for the Deputy Chief Executive, by the Parole Board, on Home Office pay scales.

The remuneration of statutory members of the Parole Board is disclosed in total at notes 3a and 3e.

Performance targets for the Chairman are set by the Secretary of State.

Performance Development Reviews linked to the Board's Business Plan are used in assessing the performance for the Chief Executive, the full-time members, senior managers and the staff.

All staff undergo an annual appraisal which forms a basis for the performance related remuneration. The Chairman is appraised by a senior official in the Ministry of Justice under separate arrangements. Part-time members of the Board are office holders and undergo appraisal.

Tenure Arrangements

The former Chief Executive, Linda Lennon, was on a one year secondment from April 2009 which was extended to April 2012. Linda Lennon resigned with effect from 1 March 2012. The Chairman was appointed in February 2009. The Chairman is an office holder on a one year contract which has been extended until the Board is transferred to its final landing place. Full-time Members are office holders on three year renewable terms. Their remuneration is determined by the Secretary of State. The notice period for the full time Members is three months and their tenure expiry dates are:

Full-time member	Tenure expiry date
Martha Blom-Cooper Appointed 17 April 2008 Full-time member	16 April 2016
Chitra Karve Appointed 22 February 2010 Full-time member	21 February 2013

Part-time members were appointed for three years. This was changed for members joining in 2011 to five years.

Audited Remuneration

Name	2011/12			2010/11		
	Salary	Performance related	Total remuneration	Salary	Performance related pay	Total remuneration
	£000	£000	£000	£000	£000	£000
Sir David Latham Chair	75-80	-	75-80	75-80	-	75-80
The Hon Mr. Justice Butterfield Vice-Chair (1)	-	-	-	-	-	-
Linda Lennon Chief Executive (2)	65-70	5-10	75-80	70-75	5-10	80-85
Chitra Karve Full-time Member	65-70	0-5	65-70	65-70	0-5	65-70
Martha Blom-Cooper Full-time Member	65-70	0-5	65-70	65-70	0-5	65-70
Miles Dagnall Head of Operations and Deputy CEO (3)	70-75	0-5	70-75	70-75	0-5	70-75
Graham Bull Part-time Member (4)	0-5	-	0-5	0-5	-	0-5
Sian Flynn Part-time Member (4)	0-5	-	0-5	0-5	-	0-5
Andrew Purkis Part-time Member (4)	0-5	-	0-5	0-5	-	0-5
Cedric Pierce Ex officio part-time member (4)	0-5	-	0-5	0-5	-	0-5

Rick Evans Ex officio part-time member (4)	0-5	-	0-5	0-5	-	0-5
Band of highest paid Director's remuneration	75 - 80			75 - 80		
Median total remuneration	24,093			24,093		
Ratio	3.2			3.2		

(1) Mr. Justice Butterfield serves as a full-time judge and receives no additional remuneration from the Parole Board.

(2) Linda Lennon served as Chief Executive until 1 March 2012. Her full-time equivalent salary for the year was in the range £70,001 - £75,000.

(3) Miles Dagnall also served as Interim Chief Executive from 2 March 2012.

(4) The remuneration disclosed for part-time members who are members of the Management Board is their remuneration for acting as a member of the Management Board only.

(5) "Salary" includes gross annual salary, London weighting, and any other allowance to the extent that it is subject to UK taxation. Performance related pay is shown separately. These figures are exclusive of VAT which was payable in respect of services provided as a secondee.

(6) There were no benefits-in-kind provided to any of the above in 2011/12 (Nil in 2010/11) or payments for compensation for loss of office to any members of the Management Board in 2011/12 (Nil in 2010/11).

Audited Pension Entitlement

Name	Accrued Pension at age 60 as at 31 March 12	Real increase in pension	Real increase in lump sum	CETV at 31 March 11	CETV at 31 March 12	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000	£'000
D Latham	5-10	0-2.5	N/A	59	91	29
L Lennon	25-30 and lump sum 80-85	(0-2.5)	(0-5)	437	464	(9)
C Karve	0-5	0-2.5	N/A	16	35	12
M Blom-Cooper	10-15 and lump sum 35-40	0-2.5	0-5	133	158	13
M Dagnall	15-20	0-2.5	N/A	245	278	11

Linda Lennon's pension disclosure information is based on her salary when she left the Board on 1 March 2011

The Chairman, Full-Time Members and the Chief Executive and Deputy Chief Executive are all full members of the Principal Civil Service Pension Scheme (PCSPS). Part-time members of the Board have no pension entitlement.

From 1 October 2002, civil servants may be in one of three statutory based “final salary” defined benefit schemes (classic, premium, classic plus). New entrants after 30 July 2007 may choose between membership of nuvos or joining a good quality “money purchase” stakeholder based arrangement with a significant employer contribution (partnership pension account).

i) Classic Scheme

Benefits accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years’ pension is payable on retirement. Members pay contributions of 1.5 per cent of pensionable earnings. On death, pensions are payable to the surviving spouse at a rate of half the member’s pension. On death in service, the scheme pays a lump sum benefit of twice pensionable pay and also provides a service enhancement on computing the spouse’s pension. The enhancement depends on length of service and cannot exceed 10 years. Medical retirement is possible in the event of serious ill health. In this case, pensions are brought into payment immediately without actuarial reduction and with service enhanced as for widow(er) pensions.

ii) Premium Scheme

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, but members may commute some of their pension to provide a lump sum. The lump sum is limited to final pension multiplied by 30 and divided by 7. The pensions administrator will reduce pensions by £1 for every £12 taken as a lump sum. For the purposes of pension disclosure the tables assume maximum commutation. Members pay contributions of 3.5 per cent of pensionable earnings. On death, pensions are payable to the surviving spouse or eligible partner at a rate of 3/8ths of the member’s pension (before any commutation). On death in service, the scheme pays a lump sum benefit of three times pensionable earnings and also provides a service enhancement on computing the spouse’s or partner’s pension. The enhancement depends on length of service and cannot exceed 10 years. Medical retirement is possible in the event of serious ill health. In this case, pensions are brought into payment immediately without actuarial reduction. Where the member’s ill health is such that it permanently prevents them undertaking any gainful employment, service is enhanced to what they would have accrued at age 60.

iii) Classic Plus Scheme

This is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per classic.

iv) Nuvos

Pension accrues at the rate of 2.3% of pensionable salary each year. The maximum pension is 75% of earnings. Pension is payable at 65 and members contribute 3.5%. There is no automatic lump sum, however members may commute some of their pension to provide a lump sum. The lump sum is limited to final pension multiplied by 30 and divided by 7. The pensions administrator will reduce pensions by £1 for every £12 taken as a lump sum. On death, benefits are payable to the surviving spouse or eligible partner at a rate of 3/8ths of the member’s pension. On death in service, the scheme pays a lump sum benefit of twice pensionable earnings and also provides a service enhancement on computing the spouse’s or partner’s pension. Medical retirement is possible in the event of serious ill health. In this case, pensions are brought into payment immediately without actuarial reduction. Where the member’s ill health is such that it permanently prevents them undertaking any gainful employment, service is enhanced to what they would have accrued at age 65.

Pensions payable under classic, premium, nuvos and classic plus were increased in line with the Retail Prices Index up till March 2011. From April 2011 they are increased in line with the Consumers Price Index.

v) Partnership Pension Account

This is a stakeholder-type arrangement where the employer pays a basic contribution of between 3 per cent and 12.5 per cent (depending on the age of the member) into a stakeholder pension product. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3 per cent of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8 per cent of pensionable salary to cover the cost of risk benefit cover (death in service and ill health retirement). The member may retire at any time between the ages of 50 and 75 and use the accumulated fund to purchase a pension. The member may choose to take up to 25 per cent of the fund as a lump sum.

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 within the guidelines and framework prescribed by the Institute and Faculty of Actuaries 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.

Details of pension benefits under PCSPS are given in note 3 d to the accounts.

Claire Bassett
Chief Executive and Accounting Officer

2 July 2012

The Parole Board for England and Wales

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

I certify that I have audited the financial statements of the Parole Board for the year ended 31 March 2012 under the Criminal Justice Act 2003. These comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Accounting Officer and auditor

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Board and the Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the Criminal Justice Act 2003. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the Audit of the Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Parole Board's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Parole Board; and the overall presentation of the financial statements. In addition I read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income 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.

Opinion on Regularity

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

Opinion on financial statements

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 2012 and of its net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Criminal Justice Act 2003 and Secretary of State directions issued thereunder.

Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with directions issued by the Secretary of State under the Criminal Justice Act 2003; and
- the information given in the Management Commentary and section headed About the Parole Board for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

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

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

Report

I have no observations to make on these financial statements.

Amyas C E Morse

Comptroller and Auditor General

3 July 2012

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

Statement of Comprehensive Net Expenditure for the year ended 31 March 2012

	Notes	£000 2011/12	Restated
			£000 2010/11
Expenditure			
Staff and member costs	3a	(7,881)	(7,813)
Other operating costs	4	(5,838)	(6,344)
Net expenditure for the year		(13,719)	(14,157)
Other comprehensive expenditure		-	-
Total comprehensive expenditure		(13,719)	(14,157)

The notes on pages 71 to 83 form part of these accounts.
All operations are continuing.

Statement of Financial Position as at 31 March 2012

	Notes	31 March 2012 £000	Restated 31 March 2011 £000	Restated 31 March 2010 £000
Non Current Assets				
Property plant & equipment	5 a	199	156	91
Intangible assets	5 b	690	870	54
Total non-current assets		889	1,026	145
Trade and other receivables	6	62	30	75
Cash at bank	7	1,033	621	277
Total current assets		1,095	651	352
Total assets		1,984	1,677	497
Current Liabilities				
Trade & other payables	8	(1,017)	(843)	(555)
Provisions	10	(342)	(127)	(148)
Total current liabilities		(1,359)	(970)	(703)
Non current assets less net current liabilities		625	707	(206)
Assets less liabilities		625	707	(206)
Taxpayers' Equity:				
General reserve		625	707	(206)

The notes on pages 71 to 83 form part of these accounts.

Claire Bassett

Chief Executive and Accounting Officer

2 July 2012

The Parole Board for England and Wales

Statement of Cash Flows for the year ended 31 March 2012

	Notes	2011/12 £000	Restated 2010/11 £000
Cash flows from operating activities			
Net expenditure for the year		(13,719)	(14,157)
- Costs incurred by the Board but settled by MoJ	1c, 1d and 4	3,295	3,843
- Depreciation, amortisation and write offs	4	334	259
- (Increase)/decrease in trade receivables	6	(32)	45
- Increase in trade payables	8	174	288
- Increase in provisions		215	(21)
Net cash outflow from operating activities		(9,733)	(9,743)
Cash flows from investing activities			
Purchase of property, plant and equipment	5a	(126)	(115)
Purchase of intangible assets	5b	(71)	(110)
Net cash outflow from investing activities		(197)	(225)
Cash flows from investing activities			
Grant-in-aid received from Ministry of Justice		10,167	10,125
Capital grant-in-aid received		175	187
Net financing		10,342	10,312
Net increase in cash and cash equivalents in the year		412	344
Cash and cash equivalents at the beginning of the year		621	277
Cash and cash equivalents at the end of the year		1,033	621

The notes on pages 71 to 83 form part of these accounts.

Statement of Changes in Taxpayers' Equity for the year ended 31 March 2012

	Note	General Reserve £000	Government Grant Reserve £000	Total £000
Balance at 31 March 2010		(243)	37	(206)
Change in accounting policy-transfer of reserves		37	(37)	
Balance at 1 April 2010		(206)	-	(206)

Changes in taxpayers' equity-2010/11

Net expenditure for year ended 31 March 2011		(14,157)	-	(14,157)
Capital grant-in-aid	1b	187	-	187
Grant-in-aid received towards expenditure	1b	10,125	-	10,125
Grant-in-aid received towards expenditure-costs settled by MoJ	1c, d	3,843	-	3,843
Asset transferred from sponsor		915		915
Balance at 31 March 2011		707	-	707

Changes in taxpayers' equity-2011/12

Net expenditure for year ended 31 March 2012		(13,719)	-	(13,719)
Capital grant-in-aid	1b	175		175
Grant-in-aid towards expenditure	1b	10,167	-	10,167
Grant-in-aid received towards expenditure-costs settled by MoJ	1c, d	3,295	-	3,295
Balance at 31 March 2012		625	-	625

The notes on pages 71 to 83 form part of these accounts.

Notes to the Accounts

1. Statement of Accounting Policies

a) Accounting convention

These financial statements have been prepared in accordance with the 2011-12 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.

The account is prepared using the historical cost convention. The impact of revaluing the Board's fixed assets using modified historical cost accounting was found to be immaterial, therefore modified historical cost accounting has not been adopted. This complies with Treasury guidance.

Without limiting the information given, the accounts meet the accounting and disclosure requirements of the Companies Act and the accounting standards issued or adopted by the Accounting Standards Board so far as those requirements are appropriate.

b) 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 Reserve when received. Grant-in-aid credited to reserves includes costs met by other parts of government.

The Board's Casework Management System was developed by the Ministry of Justice and the cost has been credited to general reserves. This is a change of accounting policy and the prior year figures have been restated (note 2).

c) Legal and compensation costs settled by the Ministry of Justice

Legal and compensation costs incurred by the Board but settled by MoJ include movements in the provision for legal claims (see notes 1j and 10). 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.

d) Other costs met by the Ministry of Justice

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

e) Property Plant & Equipment

Tangible and intangible non current assets are capitalised when the original purchase price is £1,000 or over and they are held for use on an ongoing basis. Tangible and intangible non current assets are shown at depreciated historical cost as a proxy for fair value. Non current assets are not revalued as all assets have a short life and the effect of revaluation has been shown to be immaterial.

f) 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 3 years on hardware and software licenses.
- The Casework Management System, which was developed for the Board by the Ministry of Justice, is amortised using a straight line basis over an estimated life of 5 years from May 2010, when it was brought into use.
- Furniture & fittings: Depreciation is provided on a straight line basis, at rates calculated to write off the purchase costs over 5 years.
- Depreciation and amortisation are calculated monthly.

g) 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.

h) Pension costs

Present and past employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) which is contributory and unfunded. Although the scheme is a defined benefit scheme, liability for payment of future benefits is a charge to the PCSPS. The Parole Board meets the cost of pension cover, provided for the staff employed, by payment of charges calculated on an accruing basis (note 3d). There is a separate scheme statement for the PCSPS as a whole.

i) 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.

j) Provisions

The provisions for liabilities and charges reflect judgements about the likelihood that a future transfer of economic benefits will arise as a result of past events (note 10). Where the likelihood of a liability crystallising is deemed probable and where it is possible to quantify the effect with reasonable certainty, a provision is recognised.

k) Contingent liabilities

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

Where the likelihood of potential liabilities crystallising is judged to be possible, a contingent liability is disclosed (note 14). The Board receives judicial review claims for cases where its decision is being challenged as unlawful. The Board makes provision for claims where success is probable based on the historic settlement experience.

1) 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.

2. Prior year adjustment

The Board's accounts at 31 March 2011 have been restated to transfer the government grant reserve to general reserves. This is a change of accounting policy to comply with the FReM for 2011/12. This no longer permits the Board to record non current assets transferred to it by its sponsor as funded by a government grant reserve. Previously, the Board credited the funding of these assets to a government grant reserve and made an annual transfer to offset the cost of depreciation. Following the change, the policy is to credit the funding of these assets to the general reserve and for the full depreciation charge to be recognised in net expenditure.

	General reserve £000	Capital reserve £000	Total £000
Taxpayers' equity at 31 March 2011 as previously stated	(40)	747	707
Transfer government grant reserve to general reserve	747	(747)	-
Taxpayers' equity at 1 April 2011 as restated	707	-	707

The effect on reported expenditure is:-

	2010/11
Total comprehensive net expenditure reported for the year ended 31 March 2011	13,989
Change in accounting policy- depreciation no longer reduced by a transfer from the government grant reserve	168
Total comprehensive net expenditure for the year ended 31 March 2011 as restated.	14,157

3a. Staff and member costs

	2011/12 £000	2010/11 £000
Seconded staff		
Salaries and wages	195	198
Pension contributions	35	43
Social security costs	19	22
	249	263
Part-time Board members		
Fees	3,858	3,593
Social security costs	396	365
	4,254	3,958
Permanent Staff		
Salaries and wages, including overtime	2,675	2,649
Pension contributions	453	447
Social security costs	224	209
	3,352	3,305
Agency staff	26	287
Total	7,881	7,813

Salaries and wages for seconded staff includes VAT. Staff costs above include costs of those disclosed in the Remuneration Report. An explanation of the Board's structure is included in the Remuneration Report and Governance Statement.

- b)** The average number of employees, which excludes the Chairman and full-time members of the Board who are office holders, during the accounting period by category was:

	2011/12				2010/11
	Employed	Seconded*	Agency	Total	Total
Management	9	2	-	11	12
Casework	68	-	1	69	75
Secretarial/administrative support	14	1	-	15	16
Total	91	3	1	95	103

* Two of the seconded Secretariat staff are Civil Servants on loan to the Board from the MoJ and they are covered by the Principal Civil Service Pension Scheme (PCSPS), and the third secondee is from the Probation Service and is in the Local Government Pension Scheme.

- c)** The pension entitlements and remuneration of the Chairman, the Full-Time Member, the Chief Executive and Senior Executives during 2011/12 are disclosed in the remuneration report.

d) Pension benefits

The Board directly employs some staff and, although not civil servants, they are nevertheless similarly covered by the PCSPS. The PCSPS is an unfunded multi-employer defined benefit scheme but the Parole Board is unable to identify its share of the underlying assets and liabilities. A full actuarial valuation was carried out at 31 March 2007. Details can be found in the Resource Accounts of the Cabinet Office: Civil Superannuation (www.civilservice-pensions.gov.uk).

For 2011/12, contributions of £488,000 were payable by the Board to the PCSPS (2010/11 £490,000) at one of four rates in the range 16.7% to 24.3% of pensionable pay (16.7% to 24.3% in 10/11), based on remuneration bands. Contribution rates payable by the Board are to be reviewed every three years following a scheme valuation by the Government Actuary. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

e) The emoluments (non-pensionable) of the highest paid part-time Board Member were £101,546 (2010/11- £114,490). Part-time members are not employees of the Board and are appointees. They are paid a fee for each service they perform for the Board.

Payments to part-time Members' emoluments were within the following ranges:

Part-time members' emoluments were within the following ranges:

	2011/12 No.	2010/11 No.
Not exceeding £5,000	96	106
5,000 - 9,999	24	48
10,000 - 14,999	31	30
15,000 - 19,999	30	18
20,000 - 24,999	20	18
25,000 - 29,999	11	11
30,000 - 34,999	14	5
35,000 - 39,999	5	9
40,000 - 44,999	7	5
45,000 - 49,999	3	4
50,000 - 54,999	2	6
55,000-59,999	5	1
60,000-64,999	3	2
65,000-69,999	1	1
70,000-74,999	1	2
75,000-79,999	1	-
100,000-104,999	1	-
110,000-115,000	-	1
Total	255	267

4. Other operating costs

	2011/12 £000	Restated 2010/11 £000
Travel and subsistence	868	779
Information technology costs	377	400
Casework Management System	357	348
Stationery and printing	150	152
Professional fees	12	6
Recruitment costs	2	14
Miscellaneous costs	72	43
Members' training	35	351
Staff training	48	39
Audit fees		
-external audit (NAO)	26	19
-internal audit	24	33
Operating leases	201	73
Web site	1	6
Depreciation and amortisation	334	259
Costs met the Parole Board	2,507	2,522
Costs incurred by the Parole Board but settled by the Ministry of Justice		
Legal and compensation costs payable by MoJ	939	1,180
Accommodation and other common services	1,193	1,063
Postage	726	816
Serving judges	473	763
Total other operating costs incurred by the Parole Board but settled by the Ministry of Justice	3,331	3,822
Total costs	5,838	6,344

5a. Property plant & Equipment

	Furniture £000	IT Hardware £000	Total £000
Cost			
At 1 April 2011	76	211	287
Additions		126	126
Disposal	-	-	-
At 31 March 2012	76	337	413
Accumulated depreciation			
At 1 April 2011	49	82	131
Charge for the year	12	71	83
Depreciation on disposal	-	-	-
At 31 March 2012	61	153	214
Net book value at 31 March 2012	15	184	199
Net book value at 31 March 2011	27	129	156

	Furniture £000	IT Hardware £000	Total £000
Cost			
At 1 April 2010	87	190	277
Additions	4	111	115
Disposal	(15)	(90)	(105)
At 31 March 2011	76	211	287
Accumulated depreciation			
At 1 April 2010	48	138	186
Charge for the year	16	34	50
Depreciation on disposal	(15)	(90)	(105)
At 31 March 2011	49	82	131
Net book value at 31 March 2011	27	129	156
Net book value at 31 March 2010	39	52	91

5b. Intangible Assets

	IT Software	Casework Management System	Total software
	£000	£000	£000
Cost			
At 1 April 2011	175	940	1,115
Additions	71		71
Disposal	-	-	-
At 31 March 2012	246	940	1,186
Accumulated amortisation			
At 1 April 2011	74	171	245
Charge for the year	63	188	251
Depreciation on disposal	-	-	-
At 31 March 2012	137	359	496
Net book value at 31 March 2012	109	581	690
Net book value at 31 March 2011	101	769	870

	IT Software	Casework Management System	Total software
	£000	£000	£000
Cost			
At 1 April 2010	121	-	121
Additions	85	940	1025
Disposal	(31)	-	(31)
At 31 March 2011	175	940	1,115
Accumulated amortisation			
At 1 April 2010	67	-	67
Charge for the year	38	171	209
Amortisation on disposal	(31)	-	(31)
At 31 March 2011	74	171	245
Net book value at 31 March 2011	101	769	870
Net book value at 31 March 2010	54	-	54

6. Trade and other receivables

Amounts falling due within one year

	31 March 2012 £000	31 March 2011 £000	1 April 2010 £000
Prepayments	22	12	53
Staff receivables	20	18	20
Due from HMCTS	11	-	-
Due from Dept for Culture, Media and Sport	9	-	-
Other government receivables	-	-	2
Total	62	30	75

7. Cash at bank

	31 March 2012 £000	31 March 2011 £000	31 March 2010 £000
Cash held in commercial bank accounts	77	621	277
Cash held in government group bank accounts	956	-	-
Total cash at bank	1,033	621	277

8. Trade and other payables

Amounts falling due within one year

	31 March 2012 £000	31 March 2011 £000	31 March 2010 £000
Tax and social security	133	122	93
Trade payables	272	8	51
Accruals-holiday pay	78	85	80
Accruals	397	371	289
MoJ Internal audit	13	-	-
Shared services payroll	25	40	12
Shared services IT	99	217	30
Total	1,017	843	555

9. Intra – Government balances

Amounts falling due within one year

	31 March 2012	31 March 2012	31 March 2011	31 March 2011	31 March 2010	31 March 2010
	Receivables: amounts falling due within one year	Payables: amounts falling due within one year	Receivables: amounts falling due within one year	Payables: amounts falling due within one year	Receivables: amounts falling due within one year	Payables: amounts falling due within one year
	£000	£000	£000	£000	£000	£000
Balance with HMRC	-	133	-	122	-	115
Balances with other central government bodies	20	137	-	257	2	42
Balances with bodies external to government	42	747	30	464	73	398
At 31 March 2012	62	1,017	30	843	75	555

10. Provisions for liabilities and charges

	Legal claims	Pay progression	Total
	£000	£000	£000
Balance at 1 April 2010	148	-	148
Provided in the year	320	-	320
Provisions utilised in the year	(341)	-	(341)
Balance at 31 March 2011	127	-	127
Provided in the year	214	179	393
Provisions utilised in the year	(178)	-	(178)
Balance at 31 March 2012	163	179	342

Provision has been made for all known 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 claim can be reliably estimated. The figures represent the best estimate of the amount payable based on historic trends for success rates and average amounts payable. Legal claims which may succeed but are less likely to do so or cannot be estimated reliably are disclosed as contingent liabilities in Note 14.

The Board has received legal advice that pay progression may be payable to its staff and has made a submission to the Secretary of State for approval to pay this award. If approved, this would have retrospective effect at 1 July 2010 and 1 July 2011. Provision has been made for the amounts payable.

11) Related party transactions

The Parole Board is an Executive Non-Departmental Public Body sponsored by the Corporate Performance Group in the Ministry of Justice. The Ministry of Justice and the Home Office are regarded as related parties. During the year, the Parole Board had significant material transactions with Ministry of Justice which provided accommodation, the services of serving judges and postage. The Ministry of Justice provided the cost of legal representation and also seconded some staff. The Home Office provided IT and telecommunications.

During the year none of the Management Board members, members of the key management staff or other related parties has undertaken any material transactions with the Board.

12. Commitments under leases

	31 March 2012 £000	31 March 2011 £000
Payments due within one year	90	78
Payments due within 2-5 years	134	194
Total	224	272

There were no commitments falling due after 5 years.

13) 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 credit, liquidity or market risk.

14) Contingent liabilities

The Board discloses contingent liabilities where it determines that there is a chance that it may be required to make an economic outflow as a result of a present obligation arising from legal claims, but that at the year end, this outflow is only possible rather than probable. Please refer to note 1j for an explanation of these claims. The Board is defending numerous claims judicial review claims for compensation where it considers the liability is possible. Were all of these claims to crystallise, the Board's best estimate of the amount payable is £294,000 (2010/11 - £272,000). This is based on analysis of the claims received against historic trends for success rates and average amounts payable, and excludes cases of probable outflow as disclosed in note 10.

The Board has sought leave to appeal a judicial review to the Supreme Court and it would be liable for the costs of the other side if it lost. This is considered to be possible and not probable. The costs of the other side would be in the range of £100,000-£200,000. The appeal is due to be heard in November 2012.

15) Events after the reporting period

The Board has included provision for retrospective pay progression for its directly employed and seconded staff in these financial statements as a result of independent legal advice. On 30 April 2012 the Secretary of State informed the Board that pay progression should be paid to secondees, but not to directly employed Parole Board staff. Of the total provision of £179,000 the amount included for Parole Board staff is £137,000.

16) Financial targets

There were no key financial targets for the Parole Board.

17. Losses and special payments

	31 March 2012 £000	31 March 2011 £000
Compensation payments to prisoners	243	49

These amounts relates to compensation claims resulting from judicial reviews and do not include legal costs. There were no other losses or special payments during the year.

Membership

of the Parole Board between
1 April 2011 and 31 March 2012

The Rt Hon Sir David Latham

Chair from February 2009. Formerly Vice-President, Court of Appeal (Criminal Division) (2006-09). Lord Justice of Appeal (2000), High Court judge (1992). Presiding Judge for the Midland and Oxford Circuit (1995-99), member of the General Council of the Bar (1987-92), member of the Judicial Studies Board (1988-91). (Left April 2012)

The Hon Mr Justice Neil Butterfield

High Court Judge (Appointed June 2003). Vice-Chair from November 2004.

Dr Tunde Akinkunmi MB, LLM, MRCPsych

Consultant Forensic Psychiatrist, West London Mental Health NHS Trust. (Appointed 2002)

Her Honour Caroline Alton

Retired Senior Circuit Judge. Mercantile Judge at the Birmingham Civil Justice Centre until October 2009. (Appointed 2009)

Dr John Baird MD, FRCPsych

Honorary Consultant Forensic Psychiatrist, Glasgow. Former Consultant Forensic Psychiatrist, State Hospital, Carstairs. (Appointed 2008)

Pamela Baldwin

Criminal law solicitor. (Appointed 2010)

Richard Baldwin

Former Chief Officer, Hertfordshire Probation. Independent member, West Yorkshire Police Authority. Chair, Independent Monitoring Board, Wakefield Prison. (Appointed 2009)

His Honour Judge Christopher Ball QC

Circuit Judge (2001 to date). Recorder and Queen's Counsel (1993). Barrister at law (1972-2001). (Appointed 2010)

Dr Claire Barkley MB ChB, MSc, MHSM Cert, MHS, FRCPsych

Consultant Forensic Psychiatrist, The Hatherton Centre, Stafford. Medical Director, South Staffordshire and Shropshire Healthcare NHS Foundation Trust. (Appointed 2001, left Oct 2011)

Lucinda Barnett OBE, JP

J.P. since 1986; Chairman Magistrates' Association (2005-2008); Member of Judges Council, Joint Chairman, National Sentencer/Probation Forum (2005-2008); Former IMB Member HMP Downview (Chairman 1997-2000) and HMP Wandsworth. (Appointed 2010, left July 2011)

Arnold Barrow

Parole Board Probation Member (1994-2000). Former Area Manager, Victim Support, Suffolk. Former Chief Probation Officer, Suffolk. Consultant in Social Justice. (Appointed 2003)

His Honour Keith Bassingthwaighte

Retired Circuit Judge. Resident Judge Guildford Crown Court (2000-03). Member, Surrey Probation Committee. President, Independent Tribunal Service (now Appeals Service) for England, Scotland and Wales (1994-98). (Appointed 2004)

His Honour Judge Anthony Bate

In practice at Criminal Bar (1988-2007). Circuit Judge since 2007; ticketed to try murder and serious sexual offences. (Appointed 2010)

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

Registered Forensic Psychologist. Since 1991, Chief Psychologist with Northern Ireland Prison Service, Honorary Professor in Applied Psychology at the University of Heriot Watt (Appointed 2011)

His Honour John Beashel DL

Retired Judge (October 2008). Legal Member, Mental Health Review Tribunal (2008 to date). (Appointed 2007)

His Honour Judge Martin Beddoe,

Circuit Judge sitting in crime (2007 to date); Tutor Judge, Judicial Studies Board (2007 to date); Standing Counsel to HMRC (2005-2007); Crown Court Recorder (2002-2007); in practice at the Bar (1980-2007). (Appointed 2010)

Eleni Belivanaki

BPS Chartered and HPC registered Consultant Forensic Psychologist. Head of Psychology Department - Partnerships in Care. BPS Associate Fellow. Experience in the NHS, HM Prison Service and the independent sector. (Appointed 2011)

Dr David Bickerton

Consultant psychiatrist. (Appointed September 2009, left May 2011)

His Honour Judge Neil Bidder QC

Called to the Bar in 1976. QC (1998). Circuit Judge, Wales Region (2004). Committee Member, Council of Circuit Judges. (Appointed July 2007)

His Honour Judge Peter Birts QC

Circuit Judge, Snaresbrook Crown Court (2005-10), Kingston Crown Court (2010). Legal Member, Mental Health Review Tribunal (1994 to date). (Appointed 2006)

Dr Dawn Black MSc, MD, FRCPsych

Consultant Psychiatrist, Medical Member, Mental Health Review Tribunal. (Appointed 2006)

Martha Blom-Cooper BSc (Hons), MPhil (Cantab), C Psychol

Full-time member. Director of Quality and

Standards. Practising Forensic Psychologist registered with the Health Professionals Council and previously senior manager in HM Prison Service. (Appointed 2008)

Dr Linda Blud BSc(Hons), CPsychol AFBPsS

Chartered Forensic Psychologist, HPC registered, Director, LMB Consultancy Ltd, Expert Member of Correctional Services Accreditation Panel. (Appointed 2004, left September 2011)

Maggie Blyth BA (Hons), MA (Ed) PGCE

Former Senior Civil Servant at National Youth Justice Board. National safeguarding children specialist, Independent Chair Kent LSCB. Member of UK Health Professions Council. (Appointed 2005)

Nigel Bonson MA (Exon)

Former Chief Inspector, Greater Manchester Police. Has since worked for Government as advisor, trainer and facilitator focussing on crime reduction, drugs, guns and gangs. (Appointed 2005)

His Honour Michael Brooke QC

Retired Circuit Judge (2004-2010). Deputy Circuit Judge (2010-present). Called to the Bar (1968). Appointed QC (1994). Assistant recorder, Crown Court (1997). Member, Restricted Patient Panel, Mental Health Review Tribunal (2002). (Appointed 2009)

Dr Phil Brown MB, BS, MRCPsych

Consultant Forensic Psychiatrist. Ridgeway, Roseberry Park Hospital, Middlesbrough. (Appointed 2008)

His Honour Judge Robert Brown

Circuit Judge, Criminal law at Preston Crown Court (2002 -). Circuit Judge, Northern Circuit (1988 to date). Family Judge, Deputy High Court Judge Family and Civil (1989-2002). Resident Judge in

Carlisle (1989-2001) Barrister (Manchester) 1968. (Appointed 2008)

His Honour David Bryant

Retired Circuit Judge, Teesside (1989 to 2007). Designated Family Judge, Teesside (1995 to 2007), Member of Teesside Probation Board. (Appointed 2007)

Laura Buckley

Former diplomat, Foreign & Commonwealth Office, (1989-2006). Crown servant, MOD (2006-07). (Appointed 2007)

Graham Bull

Solicitor (non-practising). Former Corporate Director, North Norfolk District Council. Former Chair, Norfolk Probation Board. Member of Cambridgeshire, Essex, Norfolk and Suffolk Courts Board. (Appointed 2006)

His Honour Judge Jeffrey Burke BA, QC

Circuit Judge. Judge for Employment Appeals Tribunal. Legal Member, Mental Health Review Tribunal. (Appointed 2008)

His Honour Judge Colin Burn

Circuit Judge. A Judge Advocate from 2001 to 2010 and recorder 2003. A barrister for 15 years. British Army Commissioned Officer (1986-1990). (Appointed 2010)

His Honour Michael Burr

Retired Circuit Judge (2008). Circuit Judge at Swansea Crown Court 1992-2008. (Appointed 2008)

Bruce Butler

Solicitor. Former Senior Civil Servant, Head of Inland Revenue Crime Group and Head of Direct Tax, Fraud Prosecutions Division, Revenue and Customs Prosecutions Office. (Appointed 2007)

Pauline Calderato MSc

Solicitor (Non-practising). Former Bench Legal Manager, HM Courts Service London. (Appointed 2009, left January 2012)

His Honour Judge Jeremy Carey

Common law & commercial barrister for 30 years. Part-time and full-time judge since 1998. Murder ticketed judge since 2008. Resident Judge at Maidstone Crown Court. (Appointed 2010)

Paul Cavadino

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

John Chandler CBE, C Eng, FRAeS

Former Royal Air Force Officer. Ex-Chief Executive Progressive Supranuclear Palsy (PSP) Association (Appointed 2005)

His Honour Frank Chapman

Retired Senior Circuit Judge. Recorder of Birmingham (2007-2009). Resident Judge at Wolverhampton 1997-2007. Assistant member of the Court of Appeal (Criminal Division 2003-2009). (Appointed 2008)

Dr Derek Chiswick MB, ChB, MPhil, FRCPsych

Retired consultant forensic psychiatrist formerly at Royal Edinburgh Hospital. Former member of Home Office Advisory Board on Restricted Patients. Member Mental Health Tribunal Scotland. (Appointed 2006)

Jane Christian

Former senior operational manager for national charity. BA (Hons) in Social Policy and Master of Public Health. Extensive experience of substance misuse services, including those for young people, families and offenders. (Appointed 2009)

Alison Clark

Full-time Salaried Tribunal Judge of the First Tier Tribunal (Health, Education and Social Care Chamber). Former Head of Criminal Justice Unit, Durham Crown Prosecution Service. (Appointed 2006)

Ian Clewlow BA (Hons), MSW

Director of Quality and Service Improvement for Devon & Cornwall Probation Trust, and Former Director of Operations. Deputy Chief executive of Devon Probation Trust. Former Senior Probation Officer, South Yorkshire Probation Service. (Appointed 2007)

Louise Coates BSc (Hons), MSc, Cpsychol, AFBPsS, CSci

Consultant Forensic Psychologist with Cambridgeshire and Peterborough NHS Foundation Trust. Former Area Principal Psychologist, HM Prison Service, and Consultant Psychologist with Essex Youth Offending Service and Essex Forensic Mental Health Services. (Appointed 2007)

His Honour Judge Nick Coleman

Circuit Judge at Norwich Combined Court (2009 to date). Resident Judge, Peterborough Combined Court (June 2001 - 2009). Member Restricted Patients Panel (2012). (Appointed 2004)

His Honour Paul Collins CBE

Senior Resident Judge at Central London Civil Justice Centre (2001 to 2010); Designated Civil Judge for London Group of County Courts (2001-08); Senior Circuit Judge 2001; CBE 1999; Director of Studies Judicial Studies Board (1997-99); Circuit Judge 1992. (Appointed 2010)

Peter Coltman

A former police officer and served as a senior investigation officer before retiring as a divisional

commander. He has an MA in ethics. (Appointed 2010)

Andrea Cook OBE, BA (Hons), MA

Specialist in consumer and regulatory affairs. Chair, Consumer Council for Water (northern region and member of Board). Board member, Energy Saving Trust. (Appointed 2005)

Dr Rosemarie Cope MB, ChB, FRC Psych

Consultant Forensic Psychiatrist. Medical Member, Mental Health Review Tribunal. (Appointed 2006)

His Honour Judge Graham Cottle

Circuit Judge (1993 to date) who is rejoining the Parole Board membership. (Appointed 2010)

Dr Paul Courtney MRC Psych

Consultant Psychiatrist, Hampshire Partnership NHS Trust. (Appointed 2006)

His Honour Gareth Cowling

Retired Circuit Judge. Circuit Judge at Portsmouth Crown Court (2004-2009). (Appointed 2007)

His Honour Tom Cracknell

Retired Circuit Judge (2009). Designated Family Judge at Hull CCC (1994-2007). (Appointed 2009)

Michael Crewe MA (Cantab), JP

Magistrate. Financial Ombudsman. Member of GMC Fitness to Practise Panel. Business Adviser to Competition Commission. Formerly senior bank manager. Formerly board member for learning disability charity and for local CAB. (Appointed 2010)

Geoff Crowe BSc (Hons), MSc

Former police officer with experience in the area of Multi Agency Public Protection. Employee Member of the Employment Tribunal. (Appointed 2010)

Sue Dale

Former investment banker and magistrate. (Appointed 2007)

Dr Lynne Daly MA MB BChir FRCPsych

Consultant Adolescent Forensic Psychiatrist, retired from NHS in November 2010. Butler Trust Award Winner 2011 For MODEL team, Manchester. (Appointed 2008)

Malcolm Davidson BA (Hons), BSc, MSc

Probation Officer, National Offender Management Service. Former member of the Employment Tribunals Service. (Appointed 2005)

Sue Davies

Barrister-at-Law. Former Crown Prosecutor for Wiltshire and Thames Valley. Legal Member, Mental Health Review Tribunal. (Appointed 2005)

His Honour Judge Simon Davis

Circuit Judge, Aylesbury Crown Court (October 2011- to date), Inner London Crown Court (November 2004 - 2011). Practised at the Criminal Bar (1980-2004) and recorder (1998-2004). (Appointed 2009)

His Honour Judge Paul Dodgson

Circuit Judge, Southwark Crown Court (2001-08) and Kingston Crown Court (2008). (Appointed 2003)

Victoria Doughty

Ten years' experience in the probation service, five years specialising in sexual offending. Degrees in criminology, crime and community justice. (Appointed 2010)

Margaret Dunne

A career at the Probation Service Trust (1975-2011). Retired as a Senior Probation Officer and MAPPA

Chair. A specialist in substance misuse for ten years. (Appointed August 2010)

Sir Stewart Eldon KCMG, OBE

After postgraduate research in electronics spent 34 years in the Diplomatic Service, retiring as UK Ambassador to NATO. (Appointed August 2010)

Annalise Elliott BA (Hons), MSc

Head of Community Safety London Borough of Merton, Board Member Institute of Community Justice Professionals. (Appointed February 2010)

His Honour Fabyan Evans

Retired Circuit Judge. Resident Judge, Middlesex Guildhall Crown Court (1995-2005). (Appointed July 2005)

Joanna Evans

Barrister. Deputy District Judge (Magistrates' Court). (Appointed 2009)

Kim Evans OBE

Chair, Clean Break (theatre company working with women offenders). Trustee, Heritage Lottery Fund and National Portrait Gallery. (Appointed July 2006)

Rick Evans

Former Senior Civil Servant. Registered as practitioner Occupational Psychologist. Part-time management consultant. (Appointed July 2005)

Simon Evans LLB

Solicitor. Fee paid Tribunal Judge of the First Tier Tribunal (Social Entitlement Chamber). Deputy Traffic Commissioner. Chair of Nursing & Midwifery Council Fitness to Practise Committee; Former Area Director, Her Majesty's Courts Service, Cumbria. Former Justices' Clerk, Barrow-in-Furness & East Cumbria. (Appointed 2007)

The Hon Mr Justice Roderick Evans

Barrister 1970 - 1992, Circuit Judge 1992 - 2001, High Court Judge 2001 – Present (Appointed 2012)

His Honour Judge Steven Everett

Circuit Judge sitting in criminal cases (2007 to date). Barrister in criminal work (1989-2007). Solicitor in criminal defence and prosecutions (1981-1989). (Appointed 2010)

Jane Everitt

Fitness to Practise member of General Medical Council; General Social Care Council and Nursing and Midwifery Council. Tribunal Member, first tier, Health and Social Care Chamber (2002 - ongoing) Solicitor (non-practising) since 1989. (Appointed 2010)

Dr Matthew Fiander

Honorary Senior Lecturer in Forensic Mental Health, St George's, University of London. Tribunal Member, First-tier Tribunal (Health, Education and Social Care Chamber). Panel Chair of the Conduct and Competence Committee of the Nursing and Midwifery Council, Lay Member General Dental Council Fitness to Practise Panel. Lay Member General Medical Council Fitness to Practise Panel. (Appointed 2002)

His Honour Peter Fingret

Retired Circuit Judge (1992-2005). Stipendiary Magistrate (1982-92). Legal Member, Mental Health Review Tribunal (1994). (Appointed 2003)

Sue Finn

NHS Regional Manager with National Treatment Agency for Substance Misuse (2002-2009). Assistant Chief Probation (1995-2001). Probation Service since 1983. (Appointed 2010)

His Honour Judge Daniel Flahive

Circuit Judge (2009) sitting at Croydon Crown Court. Recorder (2003). Barrister (1982-2009). (Appointed 2010)

Sian Flynn

Freelance fundraising consultant and qualified coach. Former Chairman, Ashford and St Peter's NHS Trust. (Appointed 2005)

His Honour Paul Focke QC

Former Senior Circuit Judge at Central Criminal Court. (Appointed 2007)

Michael Fox

Probation Officer (1986-2010). Public Protection Advocate for MoJ (2007 to date). (Appointed 2010)

Dr Caroline Friendship BSc (Hons), MSc, PhD, C Psychol,

AFBPS Chartered Forensic and Registered Psychologist. Former Principal Psychologist with HM Prison Service and Home Office. (Appointed 2006)

Diana Fulbrook OBE

Chief Executive, Wiltshire Probation Trust. (Appointed 2001, left September 2011).

Lucy Gampell OBE

Freelance consultant; former Action for Prisoners' Families Director (1993-2008). MSc, criminal justice policy. Trustee, CLINKS, The Nationwide Foundation and Vice-President of the European Network for Children of Imprisoned Parents. (Appointed September 2009)

His Honour Judge Bill Gaskell

Called to Bar in 1970. In practice: Crime, Family and Civil law. Appointed to circuit bench (1996). (Appointed 2010)

Professor Liz Gilchrist MA, MPhil, PhD

Chartered Forensic Psychologist. Professor of Forensic Psychology, Glasgow Caledonian University. Director, Forensic Psychology Programmes and Network Lead, Violence & Public Health Network, Scottish Centre for Crime & Justice Research. (Appointed 2004, left March 2012)

His Honour Judge Alan Goldsack QC, DL

Senior Circuit Judge. Resident Judge, Sheffield Crown Court (2000 to date). Honorary Recorder of Sheffield. (Appointed 2009)

His Honour Judge Rodney Grant

Circuit Judge (1995 to date). Barrister (1970 to 1995). (Appointed 2010)

Kevin Green

Former senior police officer and UK national drugs coordinator for the Association of Chief Police Officers, now working as a freelance consultant specialising in the criminal justice sector. (Appointed 2010)

Laura Green

Barrister. (Appointed 2009)

His Honour Judge David Griffith-Jones QC

Circuit Judge (2007). Assistant Recorder (1992). Recorder (1997). Silk (2000). Assistant Boundary Commissioner (2000–2007). ACAS Arbitrator (2007). FCI Arb (1992–2008). Chairman, ICC Drugs Appeal Tribunal and LTA Appeals Committee (2004–2007). Legal Member, Sports Disputes Resolution Panel. Legal Member, Mental Health Review Tribunal. Author of "Law and the Business of Sport" (1998). (Appointed 2009)

His Honour David Griffiths

Retired as a full-time judge on 31 July 2009. (Appointed 2005)

Ronno Griffiths

Lay Associate Member, Fitness to Practise Panels, General Medical Council; independent policy and practice adviser: substance use, sexual assault and sexual health. (Appointed 2009)

Her Honour Judge Anna Guggenheim QC

Circuit Judge sitting at Isleworth Crown Court and Central London County Court, 2006 to date. Appointed Recorder, South Eastern Circuit in 2002. Appointed QC in 2001. Practising barrister 1982–2005. (Appointed 2010)

Professor John Gunn CBE, MD, FRCPsych, FMedSci

Emeritus Professor of Forensic Psychiatry, KCL. Member, Home Secretary's Advisory Board on Restricted Patients (1982–91). Chairman, Faculty of Forensic Psychiatry, Royal College of Psychiatrists (2000–04). (Appointed 2006)

Her Hon Judge Carol Hagen

Circuit Judge (1993). Legal Member, Mental Health Review Tribunal (2001). (Appointed 2004)

James Haines MBE

Former College Principal. Research Consultant, International Centre for Prison Studies. Member IMB, HMP Wymott. (Appointed 2006)

Dr Roisin Hall C.Psychol, FBPsS

Chartered Forensic and Clinical Psychologist, working in NHS, academic and prison settings. Until 2009 Chief Executive of the Risk Management Authority in Scotland, setting standards for risk management of serious violent and sexual offenders. (Appointed 2010)

Dr Robert Halsey BSc, D Clin Psy, C Psychol

Consultant Clinical and Forensic Psychologist, North London Forensic Service, Chase Farm Hospital, Enfield, Middlesex. (Appointed 2004, left September 2011)

His Honour Tony Hammond

Retired Circuit Judge (1986-2010). Recorder (1980). Barrister (1959-1980) (Appointed 2010)

Alan Harris

Solicitor (non-practising). Chair panellist of the Fitness to Practise Panel of the Nursing and Midwifery Council. (Appointed 2006)

His Honour Judge David Harris

Circuit Judge (2001). Judicial Called to the Bar in November 1969. Appointed QC in 1989. Assistant Recorder (1985). Recorder (1988). Deputy High Court Judge (1993). (Appointed 2010)

Eliza Harris

A chartered forensic psychologist registered with the HPC. 16 years experience of working within the prison service. (Appointed 2011)

Peter Haynes

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

His Honour Judge Roderick Henderson

Circuit Judge (2009 to date). Barrister (1978-2009). (Appointed 2010)

Matthew Henson

Psychotherapist (Appointed 2005)

Glyn Hibberd

Former lecturer. Now freelance education and research consultant, with particular interest in young offenders and young people in/or previously in care. (Appointed 2009)

Julia Higginbotham

Forensic Psychologist registered with the HPC. Over nine years previous experience with the

Prison Service, specialising in the assessment and treatment of domestically violent offenders including role as a national trainer for the HRP. (Appointed 2011)

Debbie Hill

Barrister at law. Senior Probation Officer, Hereford and Worcester Probation Service (1997-2000). District Team Manager, West Mercia Probation (1997-2005). (Appointed 2003)

Her Honour Judge Estella Hindley QC

Birmingham Crown and County Courts. (Appointed 2005, left September 2011)

His Honour David Hodson

Called to Bar in 1966. In practice until 1987. Circuit Judge until 1997. Senior CJ and Recorder of Newcastle 1997-2010. Trying class 2 cases for 20 years and class 1 cases for 14 years. (Appointed 2010)

His Honour Judge Paul Hoffman

Judge (1991-31.3.2011), Resident Judge at York (1998 to 2006). (Appointed 2010, left October 2011)

John Holt

Retired solicitor. Served 26 years as a prosecutor. Former Chief Crown Prosecutor for Merseyside (1999 – 2004) and Greater Manchester (2004 – 2009). (Appointed 2010)

His Honour Judge Stephen Holt

Circuit Judge (2009 to date). 30 years in criminal law. (Appointed 2010)

Joanna Homewood CPsychol, MSc, BA

Chartered Clinical Forensic Psychologist with applied experience of working in the Prison Service, Private Sector, NHS and Foreign and Commonwealth Office. (Appointed 2008)

His Honour Judge Toby Hooper QC

Circuit Judge (2007 to date). Queen's Counsel since 2000. Previously in practice as a barrister from 1973. Member, General Management Committee, Bar Council (2003-2005). (Appointed 2010)

His Honour Judge Mark Horton

Appointed judge in 2008. Recorder (1999-2008). Barrister in Bristol for 32 years. Practice of criminal work and personal injury work. (Appointed 2010)

Jane Horwood QPM

Former Police Chief Superintendent. Worked as a Divisional Commander for Worcestershire and led the local Women's Network setting up a mentoring scheme offering guidance and support for women in the organisation. (Appointed 2010)

Liz Housden

Management Consultant. Former HR Director, voluntary sector. Former Member, Lancashire Probation Board (2003-06). (Appointed 2005)

His Hon Judge Merfyn Hughes QC

Resident Judge, North Wales. Legal Member, Mental Health Review Tribunal. (Appointed 2004, left September 2011)

Phillip Hughes

Farmer. Chair, TADEA Ltd, Sustainable Energy Company; Founder and Chair, Teesdale Community Resources; former RAF pilot, CAB manager, parish and district councillor and regional development agency board member. (Appointed 2009)

Beccy Hunt BA (Hons), MA Social Work

Former Senior Probation Officer at North Yorkshire Probation Service (1994-2010). 2010 - Research into NOMS interventions for domestic abuse perpetrators with a military background. (Appointed 2010)

Claire Hunt

BPS Chartered and HPC Registered Consultant Forensic Psychologist. Associate Fellow of the BPS. Experience in HM Prison Service, Forensic Mental Health Services. Currently working as independent consultant in forensic and family proceedings. (Appointed 2011)

Dr Mike Isweran

Retired Consultant Forensic Psychiatrist, Hertfordshire Partnership NHS Trust. Formerly Consultant Forensic psychiatrist, Broadmoor Hospital. Medical member, Tribunal Services for Mental Health. (Appointed 2010)

John Jackson

Former Company Secretary, British Gas Plc and Clerk to the Governors, Dulwich College. Until recently Member of Solicitors Disciplinary Tribunal and Chairman of Horsham and Crawley Samaritans. Former member, IMB HMP Highdown. (Appointed 2005)

Pat Johnson

Former Assistant Chief Officer, National Probation Service, Warwickshire Area. (Appointed 2007)

His Honour Geoffrey Kamil CBE

Retired Circuit Judge and formerly a Lead Diversity & Community Liaison Judge. Member, Parole Board Performance and Development Committee. Member, Leeds University Centre for Criminal Justice Studies. A former member of the Judicial Studies Board Equal Treatment Advisory Committee & Family Committee. Former Member of The Law Society Equality & Diversity Committee. (Appointed 2000)

Her Honour Judge Louise Kamill

Circuit Judge at Snaresbrook Crown Court (2008 to date). Called to the Bar July 1974, member of the Inner Temple. (Appointed 2010)

Mary Kane

Solicitor. Tribunal Judge, Appraiser & Mentor, Mental Health Tribunal and Special Educational Needs & Disability Tribunal. Family Mediator. Deputy Traffic Commissioner. Legal member, GMC. Facilitator for Judicial College training. (Appointed 1996)

Chitra Karve

Full time Member and Director of Performance and Development. Practising solicitor and Committee Member, Education and Training Committee, Solicitors Regulation Authority. (Appointed 2010)

His Honour Judge Roger Keen QC

Barrister QC - Member of the Bar; Formerly sat on disciplinary complaints panel; Member of M.H.R Tribunal (former); Circuit Judge (crime only - class 1&2 tickets). (Appointed 2010)

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

Consultant Forensic Psychiatrist (retired). Former Clinical Director of DSPD Service and Medical Director at Rampton Hospital. Medical member, Tribunal Service Mental Health. (Appointed 2008)

Sue Kesteven BA (Hons), DipCrim, DipFMH

Tribunal Member, First-tier Tribunal (Health, Education and Social Care Chamber) (Appointed 2007, left January 2012)

Sarah Khan

Experienced in working with adults & adolescents in secure units. (Appointed 2011)

Assia King

Voluntary sector background working with a variety of social issue based organisations/charities. Member of Social Security and Employment Tribunal. (Appointed 1998)

Martin King JP, BA, DMS

Retired Civil servant, HM Courts Service (1973). JP, Sussex Bench (1989). (Appointed 2007)

Dr Sian Koppel

Consultant Forensic Psychiatrist, Regional Medium Secure Unit, South Wales. (Appointed 2006)

Mark Lacey

Retired Detective Superintendent with Northamptonshire Police. (Appointed 2010)

Joanne Lackenby BSc (Hons), MSc, C Psychol

Senior practitioner lecturer at Coventry University and in independent practice. 9 years in NHS low secure service and community service managing psychology service provision to mentally and personality disordered offenders. Former MAPPA level 3 advisor. Formerly 7 years in the prison service treatment managing and national trainer for CSCP and treatment manager for cognitive skills programmes. (Appointed 2010)

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

Consultant Forensic Psychiatrist, Oxford Clinical Regional Secure Unit. Clinical Director, Specialised Services Division, Oxford Health NHS Foundation Trust. (Appointed 2006)

His Honour Judge Timothy Lawrence

Solicitor (1967). Circuit Judge (1986-2006). Legal Member, Mental Health Review Tribunals (1988). President, Industrial Tribunals for England & Wales (1991-97). Vice-Chairman, Advisory Committee on Conscientious Objectors (2000). (Appointed 1998, left September 2011)

Heidi Leavesley

Barrister. Justice of the Peace since 2003. (Appointed 2009)

Dr Sharon Leicht

Clinical and forensic psychologist, currently lead/consultant psychologist in medium secure hospital. Experience in the NHS Clinical Forensic Secure Service and private sector. (Appointed 2011)

Susan Lewis MBA, BA(Hons), DipSW

Non-executive director Penrose Housing Association (2008 to date). Former senior manager housing care and support services (2005 – 2010). Former Assistant Chief Probation Officer (London) (1990-2004). (Appointed 2010)

His Honour Crawford Lindsay QC

Retired Circuit Judge. (Appointed 2008)

His Honour Judge Shaun Lyons

Judge. (Appointed 2010)

His Honour Judge Charles Macdonald QC

Crown Court Bench for six years. Nine years as a recorder. Has sat on the Mental Health Review Tribunal for three years. (Appointed 2010)

His Honour Judge Kerry Macgill

Circuit Judge dealing with criminal cases, Leeds Crown Court (2000-Present). (Appointed 2009)

His Honour Mr Justice Colin Mackay

High Court Judge. (Appointed 2005, left September 2011)

Rob Mandley MSc, MA

Former Chief Officer, Staffordshire Probation Area. (Appointed 2007)

Bill Mayne

Non-practising solicitor. Former partner, Leigh Day & Co, London. (Appointed 2007)

Bryan McAlley

Retired Prison Governor and Head of Prison Service Staff Care & Welfare Service (1986-2009).

Immigration officer (1979-1986). Social worker and mental welfare officer (1974-1979). (Appointed 2010)

Brenda McAll-Kersting BSc, MSc, ALCM

Management and communications consultant. Deputy Chair and NED, Buckinghamshire Healthcare NHS Trust. Lay Assessor for NHS National Clinical Assessment Service. Member of GMC Fitness to Practice panel. Formerly senior manager in large corporates - financial services and communications. (Appointed 2009)

His Honour Judge Bruce McIntyre

Circuit Judge. Appointed to circuit bench in 2000. Authority to try criminal cases and civil and family cases. Barrister (1972-2000). Head of Chambers (1980-2000). (Appointed 2010)

Professor Christopher McWilliam

Consultant psychiatrist with 30 years' experience in psychiatry and extensive forensic and medico-legal experience. (Appointed 2009, left July 2011)

Dr Rafiq Memon MB ChB, MRCPsych, LLM

Consultant Forensic Psychiatrist at Reaside Clinic, a medium secure unit in Birmingham. Former visiting psychiatrist to HMYOI Swinfen Hall for five years. (Appointed 2010)

His Honour Judge Christopher Metcalf

Circuit Judge. (Appointed 2001)

Melanie Millar BA (Hons), MSc, MSW

Former Probation Officer of Thames Valley Probation Area. (Appointed 2007)

Sarah Miller BSc, MSc

Forensic psychologist currently in independent practice. Association of Chief Police Officers approved offender profiler and specialist in deliberate fire setting. (Appointed 2011)

Tom Millest

Former Chief Inspector in the Metropolitan Police Service, retiring in 2009 after 30 years' service. (Appointed 2010)

His Honour Judge Clive Million

Circuit Judge (2009 to date). Recorder (1995-2009). District Judge of Principal Registry, Family Division, High Court (1993-2009). Barrister (1975-1993). (Appointed 2010)

His Honour Judge John Milmo QC

Circuit Judge. (Appointed 2005)

Andrew Mimmack

Barrister (Non-practising). Former justices' clerk (President – Justices' Clerks' Society 2004/5). Member – Criminal Procedure Rules Committee 2004-2008. Independent member – Exeter City Council Standards Committee. (Appointed 2006)

Clare Mitchell

Formerly with the Department of Social Security. Social Development Consultant. Civil Service Selection Board Assessor. Panel Member of the Judicial Appointments Commission. (Appointed 2005)

His Honour Judge Tony Mitchell

Circuit Judge. (Appointed 2010)

His Honour Judge David Mole QC

Circuit Judge, Harrow Crown Court (2002). Authorised to act as a High Court Judge in the Administrative Court (2004). Legal Member of Lands Tribunal (2006). Judge of the Upper Tribunal (2009) (Appointed 2003)

Her Honour Judge Anne Molyneux

Circuit Judge and designated community relations and diversity Judge at the Crown Court at Isleworth (2007 to date). Formerly a partner in an international law firm. Became a solicitor in 1983

and a Recorder in 2000. Independent member of the Parole Board (2003-2007). (Appointed 2010)

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

Consultant Psychiatrist in Forensic Learning Disabilities and Medical Lead Forensic Services, Brooklands, Birmingham. (Appointed 2007)

His Honour Ronald Moss

Retired in 2009 but still sits as a Deputy Circuit Judge. Appointed as a Metropolitan Stipendiary Magistrate (1984-93); Circuit Judge at Luton Crown Court 1993-2005 (Resident Judge 2001-2005) and then Harrow Crown Court (2005-2009). (Appointed 2006, left January 2012)

Lorraine Mossan-Jones

A chartered forensic psychologist registered with HPC, has worked in the community & secure settings currently practises independently. (Appointed 2011)

Michael Mulvany

Independent Training & Consultancy provider to Criminal Justice System organisations. Former Director, Rotherham Alcohol Advisory Service. Lecturer, Leeds Metropolitan University. Assistant Chief Probation Officer, Merseyside. (Appointed 2005)

Steve Murphy CBE FRSA

Former Director General of the Probation Service for England and Wales. Parole Commissioner for Northern Ireland (2000 to date) and former Parole Board member (1995-2005). Non-executive Chair of the Board of Your Homes Newcastle Ltd. (Appointed 2010)

David Mylan BSc, LLM

Solicitor. Part-time Tribunal Judge MHRT. (Appointed 2001)

Celeste Myrie BA (Hons)

Probation Officer, London Probation Area. Former public protection and victim advocate/Secretary of State's representative. (Appointed 2009)

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

Retired Consultant Forensic Psychiatrist, Ravenswood House MSU. Former chair Forensic Faculty Royal College of Psychiatrists. Medical member-Mental Health Review Tribunals. (Appointed 2008)

Glyn Oldfield

Professional Conduct Consultant. Former Police Superintendent and Head of Staffordshire Police Operations Division. (Appointed 2005)

His Honour Judge Robin Onions

Resident Judge (2005 to date). Circuit Judge (2000 to date). Recorder (1995). Assistant Recorder (1991) Solicitor (1973). (Appointed 2010)

His Honour Richard O'Rorke

Circuit Judge, retired (1994 to 2010). Legal member of the MHRT Restricted Patients' Panel since 2009. (Appointed 2010).

His Honour Judge Michael O'Sullivan

Circuit Judge (2004 to date). Member of Mental Health Review Tribunal (2009 to date) Recorder sitting in crime, civil and family (1995 – 2004) (Appointed 2010)

His Honour Judge Tudor Owen

Circuit Judge (2007 to date). Judicial Member, Mental Health Review Tribunal. Criminal Bar (1974-2007). Member of the General Council of the Bar (1988-94) Asst Recorder (1991); Recorder (1994). (Appointed 2010)

Judge Alan Pardoe QC

Circuit Judge from 2003 to date (Snaresbrook Crown Court). A Judge of the Mental Health Review Tribunal (Restricted Panel) from 2007 to date. In practice at the Bar 1973-2003. QC 1988. (Appointed 2010)

Freda Parker-Leehane

Senior Probation Officer managing public protection. Panel member assessing new foster carers. Probation Officer for seven years. Manager for youth offending service for five years. (Appointed 2010)

Barbara Parn BSc (Hons) CQSW, MSc, DMS

Formally Assistant Chief Officer, Warwickshire Probation Trust. Currently seconded to Steria UK as a Justice Domain Expert and business analyst. (Appointed 2003)

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

Consultant forensic psychiatrist at The Priory Group and Honorary Researcher at Institute of Psychiatry, Kings College, London. (Appointed 2010)

Steve Pepper MA, BA (Hons)

Former Police Superintendent in West Midlands and West Merica Police specialising in major crime investigations, critical incidents and serious complaint investigations. (Appointed 2010)

Cedric Pierce JP

Director, BRB (Residuary) Ltd. Formerly worked in rail industry and Director, South Eastern Trains (Holdings) Ltd, (Appointed 2005)

Sir Christopher Pitchers

Retired High Court Judge. (Appointed 2005 left September 2011)

Jenny Portway

Solicitor (non- practising). Previously Senior Prosecutor with Crown Prosecution Service and Senior Policy Advisor in relation to victim and witness care. Lay Associate Member, Fitness to Practise Panels, General Medical Council. (Appointed 2010)

Bernard Postles QPM, BSc (Hons)

Retired Detective Chief Superintendent with Greater Manchester Police, where he was a senior investigating officer experienced in major crime investigations including murder enquiries. Now works for the MoD, reviewing the quality of crime investigations by the military police. (Appointed 2010)

Sue Power

Thirty years' operational experience in the Probation Service as a probation officer and senior probation officer. Seconded to NOMS HQ for the last five years. (Appointed 2010)

His Honour Judge Stephen Powles QC

Mediator appointed to Circuit Bench December 2005. (Appointed 2006)

Caroline Preston CPsychol AFBPsS

Chartered Forensic Psychologist, Registered Psychologist and Psychotherapist. Previously Principal Psychologist and Head of Unit for HMPS and also Senior Psychologist for Scottish Prison Service. Currently also Gender Specialist working for Northumberland Tyne and Wear NHS Trust. (Appointed January 2012)

Arthur Price-Jones LLB

Solicitor (retired). Former Town Clerk of Leicester City Council. Past Member of the Council of the Law Society. Former part-time member of the Police Complaints Authority. Member Appraiser (2002). (Appointed 1999)

His Honour Judge David Pugsley

Circuit Judge (1992 to date). Barrister (1968-1985), Chair of Employment Tribunal (1985-1992). (Appointed 2010, left April 2012)

Dr Andrew Purkis OBE

Former civil servant in Northern Ireland Office. Since 1980 he has been a chief executive and chair of various voluntary organisations, plus board member of Charity Commission Chair of Action Aid in the UK. (Appointed 2010)

Emma Pusill BA (Hons)

Commercial experience gained in marketing and business development. Involved with volunteer development and mentoring of local enterprises. United World Colleges Alumnus. (Appointed July 2006)

Tony Raban MA, MBA

Former Chief Probation Officer Leicestershire & Rutland (1995-2001). Regional Probation Manager East Midlands (2001-2006). (Appointed 2005)

Alan Rayner BSc, MBA, JP

Retired Assistant Area Commander (Operations) Fire Service. Magistrate, Ex-Non-Executive Board Member, Probation Service. (Appointed 2006)

Colin Reeve, JP

Formerly Civil Service manager for 22 years and a Magistrate for 20 years (currently Deputy Bench Chairman). Also, Chair of Standards Committee for a local council. (Appointed 2010)

His Honour Martin Reynolds

Former Circuit Judge, now Deputy Circuit Judge, Snaresbrook Crown Court and Central London Civil Justice Centre. Legal Member, Mental Health Review Tribunal. (Appointed 2006)

**Dr Lauren Richards, BSc (Hons), MA,
Clin Psy D, CPsychol**

Consultant clinical and forensic psychologist. Currently working at Ardenleigh women's medium secure unit. Previous experience working in a men's medium secure unit and undertaking in-reach work in various prisons. (Appointed 2009)

His Honour Judge Philip Richards

Circuit Judge (2001 to date). Recorder (2000-2001). Assistant Recorder (1995-2000). (Appointed 2010)

His Honour Judge Gordon Risius, CB

Circuit Judge since 2003, currently Resident Judge, Oxford Crown Court. Solicitor (1972), served Army Legal Services 1973-2002 (as Director, 1997-2002). Vice-President, Immigration Appeals Tribunal (2003-2005). (Appointed 2010)

His Honour Judge Stephen Robbins

Circuit Judge (1994 to date). Barrister (1972-1994). Mental Health Review Tribunal (1995 to date). A former member of the Parole Board. (Appointed 2010)

His Honour Jeremy Roberts QC

Retired Judge at Central Criminal Court (2000 to 2012). Queen's Counsel since 1982. Called to the Bar (Inner Temple) in 1965 a member of the Press Complaints Commission. (Appointed 2010)

Jon Roberts MA, BSc ECON

Solicitor; Tribunal Judge, Social Entitlement Chamber; Associate Lecturer in Youth Justice, Open University; Registration/Conduct Committee Chairman, General Social Care Council. (Appointed 2007)

His Honour Mervyn Roberts

Retired Circuit Judge. Member Criminal Injuries Compensation Board (1996-1999). (Appointed 2002)

His Honour Patrick Edward Robertshaw

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

Jennifer Rogers

Lay member on Mental Health Tribunal (1994 - to date). Member of Police Complaints Authority (2001-2003). Mental Health Act Commissioner (1992-2001). (Appointed 2010)

His Honour Judge Peter Ross

Circuit Judge, appointed 2004. Admitted as a Solicitor 1980, called to the Bar 2000. Senior member of the Crown Prosecution Service until 1996 and Director of the Office for the Supervision of Solicitors from 1996 to 1999. (Appointed 2010, left March 2012)

Sally Rowen, LLB (Hons), MSc

Attorney at law, specialising in death penalty defence. Case Review Manager at the Criminal Cases Review Commission (2004-2009), and previously Legal Director at Reprieve, a human rights charity. (Appointed 2010)

His Honour John Rubery

Retired Circuit Judge. County Court and District Registrar, then District Judge (1978-1985); Circuit Judge (1985-2010); Designated Civil Judge (1999-2010); Judge of St Helena Court of Appeal 1997-, Justice of Appeal Falklands Islands; British Indian Ocean Territories; and British Antarctic Territory; Part time Chairman Immigration Appeal Tribunal and Part time Chairman Mental Health Tribunal [now retired from both Tribunals]; (Solicitor 1963-1978). (Appointed 2010)

His Honour Judge Anthony Rumbelow QC BA (Cantab)

Circuit Judge and Deputy High Court Judge 2002, Civil Justice Centre, Manchester. Senior Judge British Sovereign Base Areas, Cyprus. Part time Chair Mental Health Review Tribunal. Formerly part time Chair Medical Appeals Tribunal. (Appointed 2010)

Deep Sagar

Non-executive Director/Management consultant. Ex-Chair of Hertfordshire Probation Board and of NOMS' South West Reducing Re-offending Partnership. (Appointed 2007)

Peter Sampson

Former Chief Probation Officer, South Wales; Avon; Gwent (1993-2003). Non Executive Member, Aneurin Bevan Health Board 2009. (Appointed 2005)

His Honour John Samuels QC

Retired Circuit Judge. Chairman, Prisoners' Education Trust. Chairman, Criminal Justice Alliance. Trustee, Howard League for Penal Reform and Centre for Crime and Justice Studies (Chair, Legal Management Committee). (Appointed 2005)

Kate Saward

Chartered and registered forensic psychologist within NOMS - clinical lead for assessments and interventions with sexual and violent offenders. consultancy service to family court & other agencies. (Appointed 2011)

Dr Heather Scott

Board Member, Age Concern Durham County. Board Member of Higham Hall College, Cumbria. (Appointed 2005)

Dr Kishore Seewoonarain MD (France), FRCPsych

Consultant Forensic Psychiatrist (Retired). Former Clinical Director of the Essex Secure Mental Health Services. Second Opinion Appointed Doctor with the Care Quality Commission. Medical Member of First Tier Tribunal (Mental Health). Member of the Board of Examiners of the Royal College of Psychiatrists. (Appointed 2008, left August 2011)

Jean Sewell

Senior crown prosecutor, Cambridgeshire. Trial lawyer - private practice mediator. Part-time university lecturer. (Appointed 2010)

Dr Shubhinder Shergill MBBS, BSc (Hons), MRCPsych

Consultant Psychiatrist in Forensic Developmental Disabilities, Geoffrey Hawkins Unit, St Andrew's Healthcare, Northampton. (Appointed 2007)

His Honour Judge Francis Sheridan

Circuit Judge (2009 to date). Barrister in criminal law (1971 to 2010). (Appointed 2010)

His Honour Sir Mota Singh QC

Judge. (Appointed 2009)

His Honour Edward Slinger

Retired Circuit Judge, Preston Crown Court (1995 – 2010). Solicitor - enrolled 1961. (Appointed 2009)

Susan Smith

Former journalist and communications director. Independent complaints investigator, Social Care. (Appointed 2005)

His Honour Leslie Spittle

Retired Circuit Judge (1996 to 2010). Barrister (1970-1996). Senior lecturer in law, economics and accountancy (1965-1970). (Appointed 2010)

His Honour Judge Martin Stephens QC, MA (Oxon)

Senior Circuit Judge at Old Bailey (1999 to date).
Judicial Studies Board, Course Director (1997-2001),
Circuit Judge (1986). Recorder (1979-1986).
A Parole Board member (1995 – 2001).
(Appointed 2010)

Alison Stone

Former chief executive of a local authority. Former
Chair of Plymouth Community Safety Partnership
- Drug Action Team and Youth Offending Team.
Solicitor (non-practising). (Appointed 2003)

Nigel Stone

University teacher in criminology and criminal
justice. A former probation officer. Has been
involved with parole work since 1997.
(Appointed 2010)

Jennie Sugden

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

Carol Swaffer LLB

Solicitor (non-practising). Specialist in competition
law, advising both in private practice and the
public sector. (Appointed 2005)

His Honour Judge Jamie Tabor

Circuit Judge (2003 to date). Joined Criminal Bar
in 1974. In chambers of JC Mathew QC until 1991
then Albion Chambers. QC 1995. (Appointed 2010)

Kay Terry

Former Victim Support and Witness Service
Consultant. Former Social Policy Researcher and
Author, University of Bath. Former Board Member,
Wiltshire Probation Service. (Appointed 2002)

Elana Tessler

Lay Associate Member, Fitness to Practise Panels,
General Medical Council; Lay Member, Fitness to
Practise Panels, General Dental Council; Former
Senior Probation Officer, National Probation
Service, Dorset. Former Independent Member,
Standards Committee, Weymouth and Portland
Borough Council. (Appointed 2005)

Tony Thake JP

Local community leader and magistrate. Former
policy adviser on forensic mental health and drug
misuse and former trustee of NCH Action for
Children and of the Mental Health Foundation.
Independent consultant in substance misuse,
mental health and on public health. Currently
conducting postgraduate research in criminology.
(Appointed July 2005)

Jo Thompson

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

Rosemary Thompson MA, LLM, LPC

Currently working as a lawyer for the Crown
Prosecution Service. Hate Crime and Mental Health
Lead in the CPS West Midlands. (Appointed 2010)

His Honour Charles Tilling

Retired Senior Circuit Judge, Kingston upon
Thames Crown Court. (Appointed 2003)

Helen Trinder

Chartered Psychologist and Forensic Psychologist.
Twelve years' experience in HM Prison Service
working at Littlehey, Wellingborough and Woodhill
prisons. (Appointed 2010)

James Tucker

Twenty years as a career detective with the Metropolitan Police and the National Criminal Intelligence Service. Ten years as a barrister prosecuting and defending offenders. (Appointed 2010)

Sue Vivian-Byrne BSc, M Phil, Dip.Fam Ther.C.Psychol

Consultant Clinical Forensic Psychologist and Systemic Psychotherapist. Former Head of Psychology at the Caswell Clinic Medium Secure Unit in South Wales. Currently in independent practice providing expert reports in criminal and childcare proceedings. (Appointed 2003)

His Honour Judge James Wadsworth

Circuit Judge based at Crown Court at Southwark. Judicial Member of Mental Health Review Tribunal. (Appointed 2009)

Adrian Walker-Smith

Former Director at the Office of Fair Trading and Department of Trade and Industry. (Appointed 2007)

Aruna Walsh BA (Hons) and Diploma in Marketing

Former Head of Sales, Littlewoods Shop Direct Group, currently Non Executive Board Director and Trustee for National Skills Academy for Creative and Cultural Skills and Involve Northwest. (Appointed 2009)

Dr Mary Walsh

Consultant Forensic Psychiatrist, Rampton Hospital. Medical member of the Mental Health Review Tribunal. (Appointed 2007)

His Honour Judge Philip Wassall

Circuit Judge, Devon and Cornwall. (Appointed 2010)

His Honour Judge Nicholas Webb

Circuit Judge (2003 to date) sitting only in crime. (Appointed 2010)

Helen West

Chief Executive Officer of Leicestershire and Rutland Probation Trust. (Appointed 2007)

Alan Whiffin

Formerly Chief Probation Officer, Bucks and Oxfordshire. (Appointed 1999)

Denise White

Retired Chief Executive of Derbyshire Probation Trust December 2011. (Appointed 2006)

His Honour Judge Graham White

Circuit Judge (2007 to date). Former Law Society Council Member and chair of Criminal Law Committee. Recorder (1996). Assistant Recorder (1992). Deputy District Judge (1979). Solicitor from 1965; Family, Civil and Criminal litigator and advocate including higher courts. (Appointed 2010)

Dr Helen Whitworth MBChB, MSc, MRCPsych

Consultant Forensic Psychiatrist, Hatherton Centre, Stafford. Clinical Lecturer at Keele Medical School and a visiting lecturer at Coventry University. (Appointed 2008)

His Honour Judge Charles Wide QC

Circuit Judge (2001 to date). Barrister (1974-2001). Queen's Counsel since 1995. (Appointed 2010, left March 2011)

Jane Widgery

Solicitor (Non-practising). Former Legal Director of the Rural Payments Agency and visiting lecturer in contract law and statutory interpretation. (Appointed 2009)

Anne Williams BA(Hons) MSc CPsychol AFBPsS

Chartered Forensic Psychologist, HPC registered, previously Regional Principal Psychologist with NOMS: Public Sector Prisons for 8½ years. (Appointed 2012)

Patricia Williamson CIPD

Former HR Director in Local Government. Member CIPD. (Appointed 2005)

Peter Wilshaw MA (crim)

Former Detective Chief Superintendent, Head of CID, Humberside Police. (Independent Member 1999-2006, left May 2011)

Sarah Wilson

Trustee of NSPCC, Former Lecturer University of Leeds. Former Independent Member, West Yorkshire Police Authority, previously Non-Executive Director, United Leeds Hospitals NHS Trust. (Appointed 2005)

His Honour Judge Scott Wolstenholme

Circuit Judge. Also a Judicial Studies Board tutor judge (1995 to date) Chairman, Industrial Tribunals (1992-1995). (Appointed 2010)

His Honour Judge Paul Worsley QC

Judicial Studies Board Course Director of Serious Crime (2011 to date). Senior Circuit Judge at Old Bailey (2007 to date). (Appointed 2007)

Management Board

The Rt Hon Sir David Latham

(Chair until 30 April 2012)

The Hon Mr Justice Neil Butterfield (Vice-Chair)**Linda Lennon** (Chief Executive until 1 March 2012)**Miles Dagnall** (Deputy Chief Executive and Head of Operations)**Martha Blom-Cooper** (Director of Quality and Standards)**Chitra Karve** (Director of Performance and Development)**Graham Bull** (Non-executive member)**John Chandler** (Non-executive member)**Andrew Purkis** (Non-executive member)**Sian Flynn** (Non-executive member)**Cedric Pierce** (Ex-officio member)**Rick Evans** (Ex-officio member)

The Board maintains a register of members' interests which is open to public inspection. Anyone wishing to inspect the register may write to the Chief Executive, Parole Board, Grenadier House, 99-105 Horseferry Road, London SW1P 2DX.

Glossary

C&AG	Comptroller & Auditor General
CJS	Criminal Justice System
DCR	Discretionary Conditional Release
ECHR	European Convention on Human Rights
EPP	Extended Sentence for Public Protection
ESP	Extended Sentence Prisoner
FOI	Freedom of Information
GPP	Generic Parole Process
HMP	Her Majesty's Prison
ICM	Intensive Case Management
IiP	Investors in People
IPP	Indeterminate Sentence For Public Protection
JR	Judicial Review
JRP	Joint Review Panel
LED	Licence Expiry Date
MOJ	Ministry of Justice
NAO	National Audit Office
NOMS	National Offender Management Service
OASys	Offender Assessment System
PAC	Public Accounts Committee
PED	Parole Eligibility Date
PPCS	Public Protection Casework Section
Re4Re	Representations for Re-release (Team)
RDS	Research, Development & Statistics
SED	Sentence Expiry Date
SofS	Secretary of State (Justice Secretary)
VLO	Victim Liaison Officer



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