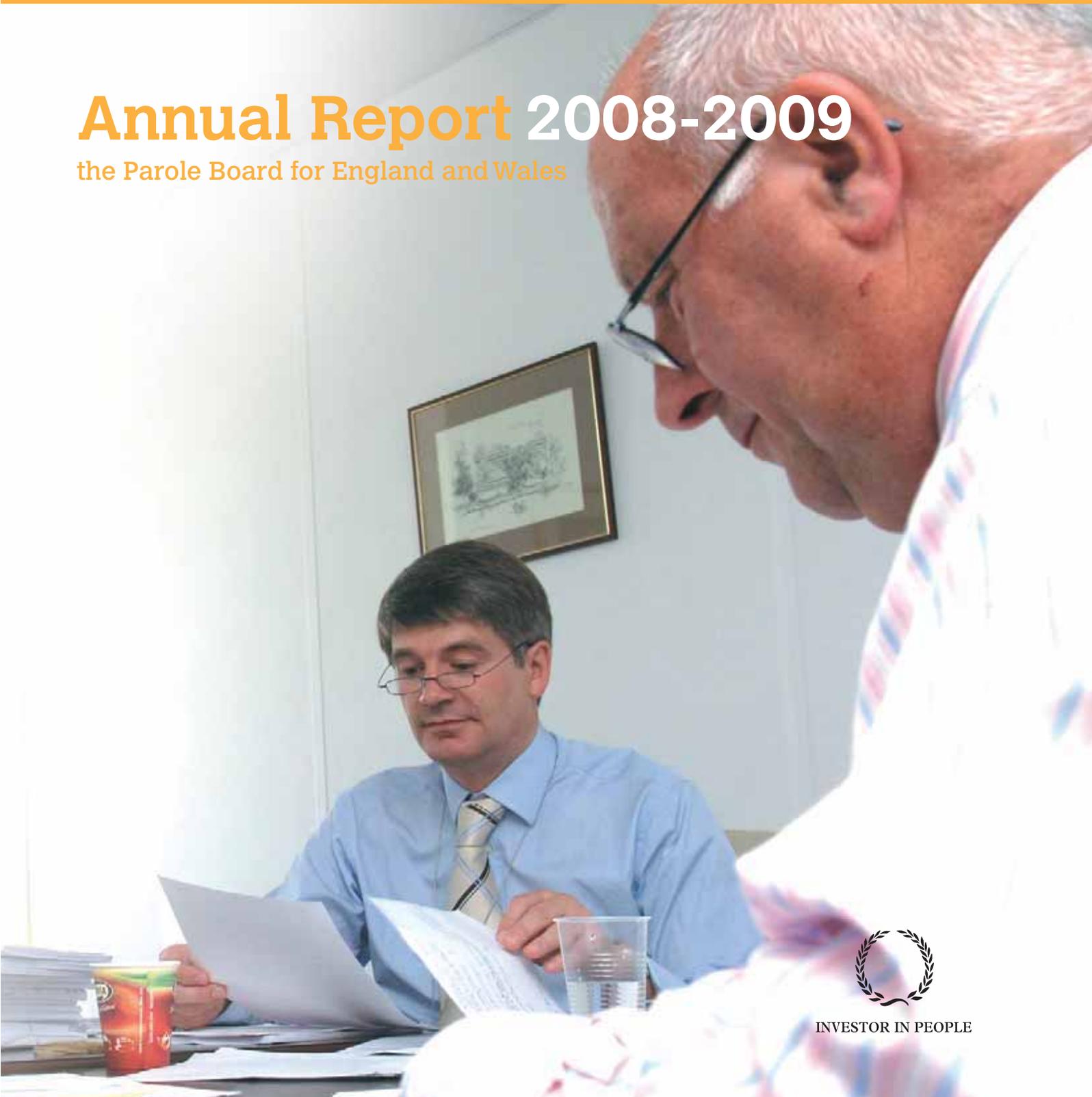


the
Parole
Board

working with others
to protect the public

Annual Report 2008-2009

the Parole Board for England and Wales



INVESTOR IN PEOPLE

Annual Report and Accounts the Parole Board for England and Wales 2008/09

Presented to Parliament in pursuance of paragraphs 10 and 11 of schedule
19 to the Criminal Justice Act 2003

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The Right Hon Jack Straw MP
Justice Secretary
Ministry of Justice
102 Petty France
London, SW1H 9AJ

7 July 2009

Dear Justice Secretary

I have pleasure in presenting to you the Parole Board's Annual Report and Accounts for 2008/09.

The report records the work carried out by the Board last year to maintain its high standards of risk assessment during a year in which we faced the twin challenges of a critical shortage of judicial members and continued changes to our workload as a result of government legislation.

The coming year promises further changes not only to our workload but also to the organisation and constitutional independence of the Board as Ministers launch a public consultation on our future status.

No matter where our future landing place lies, 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 certificate from the Comptroller and Auditor General and I would like to draw your attention to the close control we have maintained once again in the face of a continued increase in workload.

Yours sincerely



The Rt Hon Sir David Latham
Chairman

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 Parole Board for England and Wales

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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 1967 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.

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 also considers whether 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 the Secretary of State is justified in

recalling them to prison for a breach of their licence conditions (the rules which they must observe upon release) and whether they are safe to re-release following recall.

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 considers whether these prisoners are safe to release into the community once they have completed the minimum time they must spend in prison. 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). The Board considers whether the prisoner is 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. They will usually be chaired by a judge, but in some cases by a legally qualified or experienced Parole Board 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 probation officer 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 at the prison or 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 the probation service 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 for the initial hearing for all cases where a determinate prisoner has been recalled to prison.

Review of the Year





Chairman's Foreword

Sir David Latham

I want to start by paying tribute to my predecessor, Sir Duncan Nichol, who stood down as Chairman in May 2008 after a four year term during which he consistently strove to put quality decisions at the top of the Board's agenda.

I also want to pay tribute to Christine Glenn who left the Board as Chief Executive in March 2009 after a distinguished seven year term of office which has seen huge changes take place in the work and role of the Board. In particular I want to thank Christine for standing in so ably, along with her Management Board colleagues, during the nine months when the Board was without a Chair.

Delivery

The challenges that the Board faces at the moment are well known. The most pressing immediate problem is the number of outstanding cases. The most significant obstacle to an effective remedy is the lack of judge time, but there are other steps which can be taken to try to make better use of our existing resources. One of my priorities will therefore be (in parallel with an urgent effort to persuade HMCS to release more judge time and to identify suitable retired judges) to explore with the management team ways in which procedures can be made more efficient and hearing times more productive.

Looming over this immediate problem, however, is the biggest challenge of all, which is to make an effective contribution to the debate over the future

structure and place of the Parole Board within the criminal justice system. The Ministry of Justice will be responsible for conducting the consultation exercise.

Transition

A succession of court decisions has already made it clear that the nature of the Board has moved decisively from being an executive body making administrative decisions on the papers to being a court, making decisions in the cases of the most dangerous offenders, normally at an oral hearing.

The milestone judgment in the Brooke case in the Court of Appeal has already led to some changes in the sponsorship arrangements for the Board, with our move to the Access to Justice Group within the Ministry of Justice to join the Courts and Tribunals services. Further changes lie ahead as Ministers consider how to ensure that the Board is sufficiently independent of government in line with the terms of the judgment.

I am determined that the ultimate decision is taken after a rigorous examination of the scope of the functions and powers of the body to be responsible for the parole system and its necessary make up. It is only when that has been done, and the appropriate decisions taken, that a practical and principled answer can be given as to the place within the system which that body should occupy.

The organisation and constitutional independence of the Parole Board needs to be at the heart of the future arrangements in the face of ongoing changes in workload, legislation and case law. It will be my job, and that of our new Chief Executive, Linda Lennon, to manage the transition to that landing place.

The Rt Hon Sir David Latham
Chairman

25 June 2009



Chief Executive's Review of the Year

Linda Lennon

I would like to start this review by sending a vote of thanks to my predecessor as Chief Executive, Christine Glenn, all of our staff, members and stakeholders for their hard work and dedication in maintaining their high standards and levels of performance over the last 12 months.

Workload

The workload of the Board continues to remain heavy, with a significant switch away from less labour intensive paper hearings towards much more resource intensive oral hearings.

We have now passed the high water mark in terms of the number of DCR and recall cases, with the changes introduced by the Criminal Justice Act 2003 and the Criminal Justice and Immigration Act 2008 reducing the responsibilities of the Board for both.

For the first time in a number of years the total number of cases we have handled has fallen. This is largely due to the 47% fall in determinate cases, from 7,594 to 4,012, and the 10% fall in the number of recall cases dealt with by the Board, from the all-time peak of 19,060 to 17,134.

However, we continue to see an ever increasing number of oral hearings, driven by the expanding population of indeterminate sentence prisoners. Oral hearings increased by 9% from 2,531 in 2007/08 to 2,757, with a small fall in lifer cases being overtaken by a big rise in IPP cases from 253 to 556.

The unit cost of an indeterminate sentence oral hearing is £1,764 per case, compared to £390 for a paper DCR hearing or £60 for a recall case.

Performance

A detailed report on the Board's performance against Business Plan targets for 2008/09 is given on pages 25 to 41. Our headline performance in specific work areas is as follows:

Lifer/IPP oral hearings work – We exceeded the target for sending initial notifications 130 days in advance of hearings in 90% of cases, achieving this in 98% of cases. We continued to focus on reducing the number of deferred oral hearings, although these actually rose from 15% in 2007/08 to 19%. This was in part due to the loss of 56 cases due to severe adverse weather conditions in February

Paper panel work – We exceeded the target for considering 95% of re-panelled DCR cases within 25 working days, achieving 99%. We also exceeded the target for considering 90% of recall cases within 6 days, again achieving 99%.

Smith and West oral hearings work – We achieved the target for holding 70% of oral hearings within the allotted timescale. We increased the number of hearings carried out by video link where the prison had video facilities to 17%, but still some way short of the target of 25%.

Post panel work - We exceeded the target for taking action to insert licence conditions or suspend parole within 15 working days in 95% of cases, achieving this in 100% of cases. We also exceeded the target for responding to complaints from prisoners and correspondence within 20 working in 95% of cases days, achieving this in 99% of cases.

Outstanding cases

The Board has received a budget settlement for 2009/10 from our sponsor department that represents a £1.5 million (18%) increase over 2008/09.

This budget settlement will help us to address our incoming workload, if we can find enough judicial members to chair oral hearing panels.

The much bigger challenge will be to significantly cut into the number of outstanding cases that is currently estimated at around 1,840. The Public Accounts Committee has expressed its concern over delays in arranging oral hearings.

The continuing problem of the rise in short-tariff IPP cases was made worse by the delay in getting the revised Parole Board Rules in place which allow the Board to consider a request rather than a requirement from a prisoner for an oral hearing.

Under our new sponsor the amended Parole Board Rules finally came into effect on 1 April 2009 and, as reported on page 22, will have a significant impact on the Board's work and the number of hearings we have to arrange.

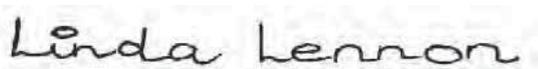
The Board have been working closely with the Public Protection Casework Section on a Generic Parole Process, which also came into effect on 1 April 2009, to link together all the case-management processes and targets previously held separately by different departments.

We will be working closely with PPCS and our sponsor unit to develop a recovery plan to address the issue of delay.

Balanced scorecard

For 2009/10 we have introduced a new method of business planning based on a balanced scorecard. The balanced scorecard allows us to publish the targets we have agreed with Ministers alongside the resources on which we depend to achieve those results.

The targets contained in this scorecard are set at a more strategic level than those we have previously published, and include for the first time a whole system target for timeliness in dealing with oral hearing cases. The benefit of this whole system target is that it incentivises us and all of our partner agencies to work together towards our mission of holding timely hearings and protecting the public.



Linda Lennon CBE
Chief Executive and Accounting Officer

25 June 2009

Key Statistics

28,596 The number of cases considered during the year. This compared with 31,172 in 2007/08, down by 8%. This fall in total cases is mainly due to fewer determinate sentence and recall cases being referred to the Board. More resource intensive three member oral hearings were held.

2,757 The number of oral hearings that took place during the year. This compared with 2,531 in 2007/08, up by 9%. This continues the rising trend in the number of such hearings. Lifer cases considered fell from 1,423 in 2007/08 to 1,272 this year but IPP cases considered rose from 253 in 2007/08 to 556.

4,012 The number of determinate sentence cases considered by paper panels during the year. This compared with 7,594 in 2007/08, down by 47%. The number of DCRs continues to fall significantly as these sentences are phased out. There was a fall in EPP and deport cases.

17,184 The number of recall cases considered during the year. This compared with 19,060 in 2007/08, down 10%.

24% The percentage of DCR cases where parole was granted.

This is down from the 35.9% release rate in 2007/08. The number of DCR cases considered by the Board has fallen by 52% and increasingly only those on longer fixed sentences remain in the system.

97 The number of determinate sentence prisoners recalled from parole during the year following an allegation of a further offence. This figure has fallen from 231 in 2007/08. Out of an average of 2,400 such prisoners on parole during the year this is a recall rate of 4%, which compares to a recall rate of 6.8% for 2007/08.

15% The percentage of life sentence cases considered by oral hearing where release was directed. This is unchanged from the release rate of 15% in 2007/08 and 2006/07. The release rate for IPP prisoners is 8%, almost unchanged from 7% in 2007/08 and 8% in 2006/07.

89 The number of prisoners on life licence who were recalled during the year for any reason. This is out of a total of 1,646 life sentence prisoners under active supervision in the community during the year, or 5.4%. This is a fall on the figure for 2007/08 of 114 recalls from life licence out of 1,751 prisoners in the community, or 6.5%.

Diary of the Year 2008/09

2008

April/May/June

Sir Duncan Nichol stepped down after four years as Chairman of the Parole Board to take up a newly created post as Chairman of the HM Courts Service Board.

The Board agreed a new monitoring and feedback process for members as part of the quality agenda drive to maintain the highest possible standards of risk assessment. The new process was initially introduced for DCR and paper recalls.

Provisions in the Criminal Justice and Immigration Act 2008, to ensure that IPP sentences can only be handed down where the offence merits a minimum tariff of two years, came into effect. This restored the original intent of Ministers to target the use of IPPs at serious offenders.

The Act also contained changes to extended sentences so that offenders are automatically released half-way through their custodial period and remain on licence until their sentence expiry date. This removed the role of the Parole Board in their release.

July/August/September

The Board's Annual Report was published, showing an increase of 22% in the number of cases handled during the year, up to 31,172. The increase in volume was almost entirely due to additional recall cases referred to the Board. Oral hearings also rose by an extra 241 cases.

The Board joined together with Operation Black Vote for a Civic Leadership Seminar to raise awareness in the black and minority ethnic community and encourage more applications from that community to become members of the Board.

New recall arrangements introduced by the Criminal Justice and Immigration Act 2008, including 28-day fixed term recalls for some

low-risk determinate sentence prisoners, came into effect. The Board retained responsibility for considering requests for re-release from high-risk prisoners.

The first meeting took place of a new committee set up to offer guidance and procedural advice in respect of oral hearings. Subjects covered by the Procedural Guidance Committee included the attendance of victims at oral hearings and proposed changes to Parole Board Rules.

October/November/December

Chief Executive and Accounting Officer, Christine Glenn appeared before the Public Accounts Committee to give evidence to the Committee's hearing on the work of the Board. Director General of MoJ Access to Justice, Peter Handcock, and Director General of NOMS, Phil Wheatley appeared alongside Christine.

The Ministry of Justice circulated much delayed proposed amendments to the Parole Board Rules for wider consultation. The amended Rules allow negative decisions to be made by single member paper panels and prisoners to be able to request but not require an oral hearing. They finally came into force in April 2009.

The Board launched its Equality Action Plan 2008-10, covering members, staff, stakeholders and prisoners. The plan seeks to address disadvantage on the basis of ethnic origin, gender, religious belief, sexual orientation, disability and age.

2009

January/February/March

The Board launched its reasons framework to members for all paper and oral hearings panels. The framework is aimed at ensuring that the quality of decision-making by Parole Board panels is demonstrated consistently in panel reasons given to prisoners.

The Rt Hon Dir David Latham joined the Board as the new Chair, succeeding Sir Duncan Nichol who stepped down in May. Sir David, who was a Lord Justice of Appeal and Vice-President of the Court of Appeal (Criminal Division), was appointed by the

Lord Chancellor for an initial 12 month period. Christine Glenn left the Board in March after serving for seven years as Chief Executive to pursue other interests. She was replaced as CEO by Linda Lennon who joined the Board in April from HM Courts Service, where she was Area Director for London, Civil and Family Courts, on a 12 month secondment.

The Board received its Investors in People re-accreditation. The IIP assessor said that she was incredibly impressed with the way that managers and staff at the Board had handled an extraordinary workload and amount of change over the previous 12 months.

Public Accounts Committee

During 2007, the National Audit Office carried out a detailed study of the way prisoners' cases were considered to examine whether the Board and others involved in the parole process were operating effectively and efficiently. As part of the review NAO officials examined nearly 400 cases, interviewed members and staff, met with key personnel in the National Offender Management Service and visited prisons and probation areas.

National Audit Office report

This culminated in the publication by the NAO of a report on 5 March 2008 entitled "Protecting the public: the work of the Parole Board." The report expressed concern about the timeliness and quality of dossiers provided to the Board and called for a service wide target to be set by the Ministry of Justice. The report also highlighted that missing reports led to delays and deferrals and that such delays could lead to prisoners spending longer in custody than necessary, placing additional pressure on an already overstretched prison system and leaving the Board open to judicial review or compensation claims.

Public Accounts Committee hearing

In July 2008, Christine Glenn received notification from the Public Accounts Committee that she was required to attend a hearing of the Committee in

her capacity as Chief Executive and Accounting Officer of the Parole Board to give oral evidence in response to the NAO report. The hearing took place on 27 October 2008 at the House of Commons with Peter Handcock CBE, Director General of the Access to Justice Group of the Ministry of Justice and Phil Wheatley, Director General of the National Offender Management Service also giving evidence.

During the hearing Christine Glenn acknowledged that the high rates of deferral were unacceptable and explained what the Board was doing to bring them down, in particular by the issuing of early directions through the ICM process. However, she emphasised that the Board would do nothing to compromise public safety, if for instance not all the necessary information was available. She also pointed out that, following the massive increase in caseload brought about by the rise in the number of IPP cases, the Board was having difficulty in finding enough judicial members to chair oral hearing cases.

The Committee asked what could be done to recruit more judicial and specialist Parole Board members and also what could be done to make Board members more representative of society at large. Christine Glenn pointed out that one answer to both of these questions would be to pay Board members the same rates of pay that they could get if they did similar work elsewhere. She also highlighted the amount of additional work that both serving and retired judges carried out without proper recompense.

The PAC was very interested in the fall in release rates that had followed on from the then Home Secretary's speech to the Board at the Annual Lecture in May 2006 and asked whether the Board could offer any explanation. Christine Glenn said that no formal research had been done to date into this trend, although a number of causes could be speculated upon. Amongst these was the fact that the entire offender management system had become more risk averse in the wake of a number of high-profile cases of further serious offending earlier that year. She also explained the role of the Review Committee and the Joint Review Panel in examining cases where further serious offences had taken place.

Final PAC report

On 17 March 2009, the Public Accounts Committee published its conclusions and recommendations in the light of the hearing. Their main findings were:

- For the most serious offenders the Board often does not receive the key information required to make their assessment. The prison and probation services have been unable to provide the timely and complete information necessary for the efficient and effective running of the oral hearings process.
- The Board's administrative performance is also undermined by a lack of capacity to hear cases and a variety of other difficulties, such as the manner in which it holds details of cases in three separate databases
- The Board's workload of cases to assess has more than doubled in a five-year period. The balance has also shifted from more straightforward paper based hearings to more resource intensive oral hearings. Both the rise in workload and the change in its nature have placed additional pressure upon the Board's resources.
- The increase in workload and the difficulties in accessing timely data and reports have also impaired significantly the Board's ability to hold oral hearings as planned. Two-thirds of oral hearings are not held in their planned month and 20% of hearings are held more than 12 months late.
- These delays are unacceptable and costly. Between September 2006 and June 2007, the Board incurred direct costs of £1 million due to the delays. Keeping offenders who should have been released or transferred to open conditions cost HM Prison Service nearly £2 million over that period.

Speaking at the publication of the report the Chairman of the Public Accounts Committee, Edward Leigh MP, said:

"The consequences for public safety of a wrong decision by the Parole Board about when it is safe to release an offender can be catastrophic. A full assessment of the risks is essential and Board members cannot do that without access to all the relevant facts.

"It is good that the Board is now demanding harder

evidence on which to base its decisions. But the key parts of the criminal justice system responsible for providing this information about offenders, HM Prison Service and the probation service, must work to do so on time and in full. Where the relevant reports are being held up, the result is deferred hearings and delayed decisions.

"With prisons bursting at the seams, it is important that prisoners who should be released are released. It is also of great concern to the public that prisoners might be being released who should not be. There has been a significant fall in release rates, ascribable to a greater emphasis by Board members on public protection. But public confidence in the parole process requires increased scrutiny of serious further offence cases and of the original decisions to release the offenders in question.

"The Board is now labouring to deal with a sharp increase in the number of cases requiring oral hearings, a fifth of which are being held more than a year late. It cannot help that its data records are held on three separate and unconnected databases. A new unified database is needed without delay."

A formal response to the recommendations of the Committee was submitted in the form of a Treasury Minute in May 2009.

Future landing place

Background

The current functions of the Parole Board have devolved out of European and domestic court judgments, criminal justice legislation and other Government policy changes. Prior to 1992, all parole and lifer reviews were considered by the Parole Board "on the papers" without prisoners being present. The Board's remit was essentially advisory. Apart from when considering a recalled prisoner's representations against recall, panels could only make a recommendation to Ministers about release. No reasons were given to prisoners for panel recommendations and there was no disclosure of parole dossiers.

Successive challenges to the European Court of Human Rights under Article 5.4 of the European Convention resulted in several landmark rulings which paved the way for the introduction of oral hearings under which the Parole Board can act in a court like capacity with the power to direct release. The Board has therefore developed from purely an advisory committee to its current position as an advisory and decision making body.

Our stance is that there should be a debate about the ultimate function of the Board and that there should be a clear demarcation, which there is not at present. Should the board be simply concerned with decisions as to release? Or should it have a policing function on the road to release? If there is to be a halfway house, where should the line be drawn?

We have identified a number of key issues that will need to be addressed during the process of determining the future status, functions and powers of the new parole body. Some of these issues will need to be determined prior to the consultation period and others will follow when the shape of the new body is clearer following consultation.

Functions of the parole body

There are a number of different Parole Board models throughout the world. For example the Canadian Parole Board makes decisions on 'Day Parole' as well as decisions relating to release and they hold many of their hearings in public. The New Zealand Parole Board publishes determinations on their website.

The options for consideration can be positioned on a continuum with the functions being restricted to 'decisions as to release of indeterminates' at one end and a 'sentence review court', with oversight of the entire sentence at the other. Three examples are given below for illustration. With each option there is also a need to identify the appropriate appellate function.

Option A: Public protection function limited to decisions as to release for indeterminate prisoners only

- Parole body's remit would be limited to release and re-release decisions for indeterminate sentence prisoners (ISPs).
- Decisions on management of the sentence including transfer to open prisons for ISPs

would be taken by the executive.

- All decisions on management of the sentence, release and re-release for determinate sentence prisoners would be taken by the executive.

Option B: Public protection function with a range of recommendations and decisions relating to determinate and indeterminate prisoners

- Adaptation of the current role of the Board, with consideration given to the balance between the powers of the executive and the parole body in the determination of release and re-release of determinate prisoners.

Option C: Sentence review court with oversight of entire sentence

- The court would be engaged from the point of sentence through the point of release to sentence expiry (e.g. Community justice model/ drugs courts).

Key issues to consider

In all options the risk assessment function of the body must underpin any powers.

The robustness and consistency of the risk assessment capability to undertake good quality and consistent decisions are, in our opinion, fundamental and crucial criteria that should be applied in the evaluation of the possible options.

A crucial element in determining the function is the extent to which the body is to have a role in the rehabilitation of prisoners.

In response to the Brooke judgment, the parole body must have both perceived and actual independence. The degree of transparency needed to demonstrate fairness and independence should inform decisions about the practices adopted for the new parole body for example whether hearings are held in public.

Powers of the parole body

There is a wide continuum within which the new parole body needs to be positioned. Wherever that position is, there will be common features to most of the powers required. There may also be some unique features for specific models, especially those at the extreme ends of the continuum, requiring additional or different powers.

The current Parole Board Rules will need to be revisited in conjunction with the consideration of further powers to clarify the function of the parole body and to give it the necessary authority to perform its role to the standards required. Clear demarcation of powers – what the parole body is entitled to do or say is vital.

It is also vital to the risk assessment function not to be constrained by court procedures

- inquisitorial approach – look behind evidence to evaluate risk
- have the power to make findings of fact but not to be limited to findings of fact
- rules of evidence – hearsay evidence must be admissible

Ability to require further evidence and direct production of additional reports

- clarity of framework for directions
- can the body commission own assessments
- consider departure from adversarial process of competing specialist reports to one ‘parole specialist report’
- power to order evidence that has a consequential impact on other agencies (e.g. treatment reports)

Authority on non-disclosure – current system would benefit from clarification

Clarity on the victim role in oral hearings – and paper panels

Determining whether the hearing is private or public – and the level of the body’s discretion in determining this. Status of determinations– open/closed reasons and whether they should be published.

Enforceable duties of the Offender Management Service – these to be specified according to the functional model.

The sanctions available to the parole body in the event of any orders that it makes not being met, such as:

- sanctions for the failure to produce reports
- sanctions for the failure to attend as a witness
- wasted costs orders

Appellate functions

- what powers to give remedies
- what remedies – depending on different appellate functions

Casework

Oral hearings

There was a 12% increase in the number of three member oral hearings from 2,072 to 2,335.

This represents a further increase on top of the 12% increase experienced in 2007/08.

Once again, this was due almost entirely to the rise in the number of IPP cases received by the Parole Board. The legislative changes in the Criminal Justice and Immigration Act 2008 do not seem to have made a difference in mitigating this increase as yet. The Board was put under further pressure by the receipt of approximately 1,000 ‘unanticipated cases’ which did not feature in the casework predictions it had received for the year.

The overall number of oral hearings held, including Smith and West single member recall panels, increased from 2,531 to 2,757.

Deferrals and adjournments on the day together were at 19%, a rise from 15% the previous year, not helped by a loss of 56 cases due to severe adverse weather conditions in February.

A number of trends have been accentuated during the year. The continuing problem of the rise in short-tariff IPP cases has been highlighted in successive annual reports. The problem was compounded by the long delay in getting the revised Parole Board Rules in place which allow the Board to consider a ‘request’ rather than a ‘requirement’ from a prisoner for an oral hearing. Under our new sponsor the Rules came into effect on 1 April 2009. However, the inability to refuse an IPP oral hearing contributed to a rising backlog of 1,843 cases on 31 March 2009, up from 456 cases at the same point in the previous year.

The other major factor in the increase in the backlog is the ongoing lack of judicial resource to hear cases. In turn, of course, this means further delay and an

increase in judicial reviews naming the Board. As a result, under the new Rules the Board is moving to train an increased number of members other than judges to chair IPP hearings.

The Public Accounts Committee hearing on the 22 October 2008 expressed its concern also over delays in arranging oral hearings. In order to improve efficiency the Board has been working closely with the Public Protection Casework Section on a Generic Parole Process, which came into effect on 1 April 2009, to link together all the case-management processes and targets previously held separately by different sections and agencies.

The decline in determinate prisoners has been very marked during the year with a reduction of 47% to 4,012 cases from 7,594 cases. However, the reduction in the workload of these 'paper-based' hearings is more than offset by the increase in oral hearing workload as well as the often increasing complexity attending each case.

Recalls

In 2007/08 the Secretary of State recalled 11,756 determinate sentence prisoners for breaches of their licence conditions. Taking into account the initial recall and subsequent further reviews, the Board considered 19,060 reviews. In 2008/09 the Board considered 10% fewer cases at 17,184. This is in line with the decline in the overall number of determinate referrals made to the Board.

However, requests for Smith & West oral hearings rose by 22% from September 2009, following the implementation of the 2008 Act, putting the performance of the Representation Against Recall Team under severe strain. Additional resources have been found to deal with the backlog of cases.

Intensive Case Management

Intensive Case Management of oral hearings is now fully embedded and has helped the Board cope with the large increase in requirements for oral hearings. 3,145 cases went through the ICM process in 2008/09, an increase of 195% on 2007/08 (1,066 cases). ICM members have definitely helped raise the quality and timeliness of the dossiers arriving from prisons and have continued to prevent many more deferrals occurring due to lack of information. The success of

ICM can be seen in its contribution to the evolution of the multi-agency Generic Parole Process. It will continue to be developed throughout 2009/10.

Casework systems

Parole Board staff have become adept over recent years at developing their own casework systems in order to meet the demands of the increasing workload. However, it became apparent during 2008/09 that these systems are now inadequate for the further increases in workload that the Board is facing. Neither do they reflect the requirements of the interlinked multi-agency Generic Parole Process. A priority for the Board this year will be to obtain a modern, resilient casework management system for oral hearings which the Board can develop and configure.

Quality and standards

The Quality Unit

This year the Board made important advances in improving the quality of its decision-making through a range of practical initiatives. Not least of these was the permanent establishment of the Quality Unit as the centre of learning and development for the Board. The investment in this unit enabled the Board to firmly embed systems to reflect on its practice, evaluate and learn from experience and research in the field of risk assessment and risk management. This will enable the Board to improve the quality of its decisions, helping to ensure fair, rigorous and timely risk assessments are made.

Quality of reasons

During the year, the Board designed and implemented a framework for drafting good quality reasons for decisions, ensuring these important documents help prisoners and those working with them to understand the decision, the reasons for it and what needs to be done to manage or reduce their risk effectively. The design of the framework drew on recognised good practice in risk assessment and these same principles informed the Monitoring, Evaluation and Feedback project. This project quality assures the reasons for parole decisions. Specially trained

members assess reasons against agreed criteria and provide feedback to individual members of the Board. The Quality Unit analyses these assessments to identify areas where publication of revised guidance and training would help to improve the Board's practice.

Quality of evidence

The Director for Quality & Standards has built strong working relationships with policy leads in the National Offender Management Service, leading to improved arrangements for sharing good quality evidence between all organisations involved in the parole process. During the year, the Board and NOMS agreed standards for provision of probation and expert psychological reports and new arrangements for sharing evidence on previous offending and intelligence.

The Review Committee

The Board has continued to reflect on its practice through the work of the Review Committee, which considers cases of alleged further offending by those released by the Board. During the year, the Committee reviewed its current procedures, conducted a benchmarking exercise to ensure a consistent approach to its assessments. Research based on a sample of Review Committee cases resulted in training for members on domestic violence.

The Quality Unit has a role in reviewing the processes for managing cases referred to the Board. Their work in this area led to improvements in the system for referring recall cases to oral hearings.

Performance and development

Accreditation and training for members

The Board delivers a week of residential induction training for all new members followed by specific training in additional areas of casework as members build their knowledge and experience, plus focused training for all affected members when there is change in legislation.

The CJ&I Act 2008 led to significant changes in the powers of the Board in relation to determinate recalls. As a result detailed training for all members making decisions in these cases was arranged in June 2008. All determinate recall cases referred to the Board are now considered on the papers by a single member.

In addition to addressing these particular training needs, a group of members was convened to consider how the Board might introduce an effective system of Continuing Professional Development for members. The group made a number of recommendations including an individual Member Development Plan to cover their first year of appointment linked to the accreditation model; an extension of the mentoring scheme; and the increased use of peer support.

The value of the enhanced monitoring and feedback scheme in contributing to professional development was also recognised. Many of the additional suggestions for individualised opportunities for learning and development, which complement the formal accreditation and development day training, will need to be considered as part of the wider consultation on the future of the Board.

Learning and development for staff

The most significant activity affecting Parole Board staff in 2008/09 was the re-organisation in autumn 2008 of the oral hearings function based on the original workload projections received for 2008/09. The changes mean that there are now three teams, each with responsibility for particular prisons. In this way we have been able to ensure better continuity of service.

As part of the plan to support this re-organisation, a training course for first-line managers was designed for delivery in 2009/10. This will focus on various essential aspects of self-management and managing others.

We were pleased to receive re-accreditation as an Investor in People in March 2009. This award recognises the hard work of all staff in aiming for a high standard of service by everyone throughout the Parole Board. The assessor took the unusual step of indicating that she was 'moved' by the dedication and commitment of staff, often in difficult circumstances. Our status as an Investor in People is taken seriously by senior management, and work is underway to

ensure we involve all employees in the new Investors in People plan.

An Away Day for staff was held in October 2008 at Barnett Hill. This was an opportunity to formally launch the agreed list of expectations for staff and managers, designed earlier in the year. A variety of indoor and outdoor team-building activities also took place and Sir Trevor Brooking delivered a talk on the attributes of successful teams. The event was deemed extremely enjoyable and valuable by all participants.

Legal challenge

The Board has had a very difficult year in respect of litigation. Numbers of judicial reviews and private claims for damages have reached new heights and have stretched our resources to their limits. We have been able to appoint a new Deputy Head of Casework to assist, but the underlying problem – the inability of the Parole Board to list oral hearings on time with the judicial resources we have – has not gone away and we do not expect the situation to change in the near future.

Much of the Board's work involves the engagement of ECHR article 5(4) which requires continued detention to be authorised in a timely manner by a court. However, the Board has struggled to comply with the requirement for hearings to take place speedily and one consequence of a breach of article 5(4) is the entitlement of the prisoner to claim damages. The Board defends those claims where release is not directed and there is no evidence of other loss, but there have been many cases where, via Consent Order on judicial review or in respect of private claims through the County Court, the Board has settled by agreeing to pay damages and litigation costs. This is extremely expensive for the public purse; in the final quarter of the year 2008/09, the Board's total litigation costs were in excess of £300,000.

The Board's litigation costs for the year were borne by NOMS, except for £100,013 which was met by the Board.

Cases

There have a number of 'major' cases this year, some of which did not involve the Board as a Defendant but which nevertheless have had important implications for our work.

Morales – Following Brooke last year, another case that challenges the Board's status as a court. The Claimant contends that the Board is insufficiently judicial in nature to fulfil its duties under 5(4) because it has no powers to enforce its directions. The problem of what action to take when directions are not complied with has frustrated many a Parole Board panel but this case takes the issue further and argues that without some sort of sanction for non-compliance, the Board cannot properly be regarded as a court. We await the permission hearing.

Massey – Often the Board is expected to list cases when the information we need is not yet with us; or to list cases for a hearing within days or weeks of receiving the information. The Administrative Court ruled that where further reports are required the Board must strike a balance, but that it was reasonable to allow a period following the deadline for such reports to be assimilated and for the parties to consider their response. In this case, a period of six weeks was considered reasonable.

Doherty – A case in Northern Ireland where the House of Lords was presented with an alleged breach of 5(4) in a case that took some 3 years and 9 months to complete. Arguments are frequently presented to the Board in England and Wales to the effect that 5(4) can be said to be breached simply because of a long passage of time. However, the Lords made clear that each case turns on its own facts. In Doherty, despite the extremely long duration of the review, there was no such breach because of the length of time necessary to gather the evidence needed to determine the issue in question.

In addition, the case re-affirmed the 'balance of probabilities' test applied in Parole Board decisions.

Fennon & Wardell – Highlights the paradoxical situation in recall cases where a release address cannot be found without a specific release date, but the Board cannot fix a release date without confirmation that a place will be found on or before that date. The Board's argument that it was bound by the strict limitation on its statutory powers which did not allow it to recommend release at an as yet unknown date, was accepted and permission was refused.

Fossitt – Throws up a challenge to the Board’s recent practice of allowing victims to attend oral hearings to read an impact statement. The case was originally case-specific and was unsuccessful at permission, but on an application for leave to appeal, the grounds are expected to include a ‘root and branch’ challenge to the use of the practice in all cases.

Smith – In what looked like a typical ‘delay’ case under 5(4) where the Board’s directions had not been complied with, the Administrative Court ruled that the Board had a separate duty to take all reasonable measures to chase the parties for compliance. The Board disputes that it has such a duty in law, but chose not to apply for leave to appeal in the particular circumstances of the case because it had failed itself to comply with a direction to list the case by a certain date.

Gaye and others – Permission has been granted not only on the specific circumstances of the application of 5(4), but also to the allocation of resources in respect of lifer and IPP reviews. It would be unusual for the courts to rule on such generic issues and may well restrict any judgement to the simple question of whether the Claimant himself has had his rights breached.

Black – A House of Lords judgement with important implications for the application of 5(4), the case involved a ‘15 year plus’ case where, in respect of parole cases falling under the Criminal Justice Act 1991, the Board had no power to direct release in respect of those serving determinate sentences of 15 years or more.

The Claimant argued that 5(4) was engaged and accordingly the Secretary of State could not take the final decision on continued detention at the parole eligibility stage of the sentence. He had the backing of the Court of Appeal in this and the previous case of Johnson; and the Divisional Court in O’Connell. However, the Lords effectively reversed these previous decisions on the basis that domestic decisions on 5(4) had gone beyond what was required by the Convention and previous decisions in Strasbourg. The law as it stands now is that any 5(4) requirements in determinate sentence cases are satisfied by the sentence itself and there is no need for a court to decide on applications for parole.

James/Lee – In another House of Lords judgment, the Court of Appeal’s judgment that the Secretary of State had breached 5(4) by his failure to provide courses and assessments to give the prisoner an opportunity to demonstrate a reduction in their risk to the public was reversed. The Lords rule that it did amount to a breach of his public law duty to provide resources and systems to deal with the impact of the creation of the IPP sentence in the Criminal Justice Act 2003 (a failure that he admitted in court) but did not amount to a breach of 5(4). Such failure did not mean that the prisoner was denied access to the Board for a decision on continued detention and accordingly did not render detention unlawful.

The second limb concerned article 5(1)(a) and whether their rights under that article had been breached by the Secretary of State’s failure to provide courses/assessments. The Lords ruled that those rights had not been breached even though it may mean that his eventual release by the Board could by implication be delayed. The causal connection between the original sentence and continued detention could not be said to be broken and as long as the Board was not satisfied that continued detention was not necessary then that detention remained lawful.

The cases of Black and James/Lee, demonstrate a significant change of attitude by the domestic courts and a return to the stricter application of article 5 by the European authorities. The Lords clearly felt that the English courts had strayed too far in their interpretation of what the Convention required and had been too willing to declare a breach of 5(4) in particular, simply because it might provide a remedy for a perceived failure in the system that needed putting right.

Naomi Bryant – The family of a murder victim, where the perpetrator had been released on life licence by the Board, having taken a private action against the various agencies involved in his release and supervision. A Coroner’s Inquest is due to take place which will affect the outcome of the private action, and the Board will give evidence at the hearing.

The way ahead

In total, the Board received 146 new applications for judicial review in 2008/09. At 31 March 2009, 99 cases remained active, compared to 74 on 31 March 2008. This figure is hardly manageable and by far the most frequent area of challenge concerns delays in completing lifer/IPP reviews.

On 1 April 2009, the long awaited Parole Board (Amendment) Rules 2009 came into force which will have a significant impact on the way the Board's processes work and the number of hearings we have to arrange. The most important changes are:

- The right to require an oral hearing has been removed in favour of a right to request one. The Board is well aware of its obligations to exercise its judgement strictly in accordance with what fairness requires, but it will enable us to dispense with the numerous hearings that have been previously held despite there being no useful purpose to them.
- The requirement for a three member panel, with a judicial or legally qualified chair has been removed. The Board will be able to allocate its members with greater flexibility and accredit those able to chair hearings effectively who were not previously allowed to do so. The Board will, however, retain the use of judicial chairs for all lifer cases.
- The Intensive Case Management system is formalised and enables binding directions to be issued not just by panel chairs at the end of the process, but also by single accredited members on receipt of a complete dossier. This has the effect of putting the parties on notice much earlier for the purpose of writing further reports and witness attendance.
- The deadline for decisions is extended from 7 to 14 days.

The Board expects that these amendments will eventually have a real impact on reducing the length of delays in deserving cases, but not for some time. The impact on numbers of judicial reviews and private actions will certainly not be felt by the end of 2009/10.

Public confidence Victim attendance protocol

No subject attracted greater public interest during the year than the increasing attendance of victims or their relatives at oral hearings to make victim personal statements. Since the first such hearing, in November 2007, the numbers of applications for victims or their relatives to attend hearings in order to present their statements in person have been gradually increasing. Until recently such applications for victims to attend in person have been dealt with on a case by case basis. But in order to ensure that the expectations of victims, offenders and other interested parties can be properly met, a formal policy on victim participation in Parole Board hearings was required.

This led the Parole Board's Procedural Guidance Committee to draft a victim attendance protocol and go out to consultation with stakeholders on it in April and May 2009. At the time of writing the responses to this consultation are still being considered and a formal protocol is expected to be published shortly.

Victim attendance at oral hearings has not gone unchallenged and in the case of Fossit a judicial review was sought on the grounds that the victim's family statement had influenced the panel in its decision not to release. Permission for the judicial review was refused because the panel had expressly stated in the reasons that the victim impact statement had not been afforded any weight in the decision not to release.

Equality and diversity

In July 2008 the Board joined together with Operation Black Vote to hold a Civic Leadership Seminar to raise awareness in the black and minority ethnic community and encourage more applications from that community to become members of the Board.

Over 120 delegates attended the seminar, which was judged to be a great success, and such was the demand for places that a second follow-up seminar was held at a later date. Delegates from the seminar later had the opportunity to take part in an observation programme including attendance at an oral hearing and a paper panel.

A number of delegates from the seminar subsequently applied to join the Board in the 2009 recruitment round and the outcome of these applications is awaiting at the time of writing.

In December 2008 the Board launched its Equality and Diversity Action Plan, which was produced following an extensive diversity audit and consultations with members, staff and stakeholders, including a focus group with prisoners from diverse backgrounds. The Plan took the place of the 2002 Race Action Plan and extended its scope to cover disadvantage of not just ethnic origin, but also religious belief, gender, sexual orientation, disability and age.

Stakeholder engagement

In addition to the consultations on victim attendance at oral hearings and equality and diversity, the Board also held a wide ranging stakeholder event in July 2008 to mark the launch of the Board's Annual Report for 2007/08.

More than 60 stakeholders gathered at Church House, Westminster to be briefed on the Annual Report and on the progress of the Intensive Case Management project. There was also an opportunity for them to discuss emerging issues involving the Parole Board, in particular the future status of the Board as a court or tribunal and the difficulties posed by the increasing numbers of IPP cases.

Website of the Year

In September 2008 the Parole Board website was awarded the accolade of 'Website of the Year' in the prestigious Chartered Institute of Public Relations Excellence Awards.

The new site was launched in January 2008 with the aim of targeting the site more directly at our main audiences which include victims, prisoners and practitioners. The home page was re-designed with these audiences particularly in mind. New content was also added specifically for these groups.

The more accessible design and new content had the effect of driving up traffic to the site, with page views up 134% over the course of the year averaging out at 58,000 page views a month.



**Performance Against
Business Plan
2008/09**

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Strategic Aim 1 - Operations and core business.

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

	Objective	Action plan	Outcome – performance indicators	Performance
Quality of decision making	<p>1. Implement a prioritised programme for quality assuring:</p> <p>(a) information provided to the Board,</p> <p>(b) members’ decisions and written reasons,</p> <p>(c) internal caseworking and casework management and</p> <p>(d) members’ recommendations for open conditions (for indeterminate sentence cases) as resources permit.</p>	<p>Negotiate with relevant Directors, managers and where appropriate, members, as to requirements for quality assurance reports and implement appropriate system for capturing, recording and providing relevant quality assurance feedback information.</p> <p>Ensure that recurring themes are fed into members and staff development and training programmes. These should include a review of Post-Panel examination of reasons.</p>	<p>Quarterly reports on agreed quality assurance criteria provided to the following:</p> <p>i) Director of Performance and Development (members’ decisions/reasons)</p> <p>ii) Head of Operations (internal casework management)</p> <p>iii) Director of Quality and Standards (Information provided to the Board)</p> <p>Annual report to be provided to Chairman and Chief Executive.</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p>
	<p>2. Establish a Procedural Guidance Committee to review internal guidance and instructions to judicial members: amendments to the Parole Board Rules and Secretary of State’s Directions; and implications of changes in law.</p>	<p>Committee to be set up by 1/4/08.</p>	<p>Committee to make recommendations to the Management Board about reporting at its first meeting.</p>	<p>Achieved</p>

<p>3. Ensure that recurring themes from Post-Panel examination of reasons are fed into the member training programme.</p>	<p>i) Statistics on cases re-panelled because of contested reasons broken down in detail;</p> <p>ii) Any other themes on cases not re-panelled; and</p> <p>iii) examples of reasons (both good and bad) to Head of Casework.</p>	<p>Quarterly report to be provided to Head of Casework and Head of Quality Unit from 1/4/08.</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p>
<p>4. Further develop standards for information presented to the Board, prioritising as appropriate.</p>	<p>To prioritise standards of information provided by:</p> <p>(a) Forensic Psychologists</p> <p>(b) DSPD Services</p> <p>To negotiate with information providers and agree model and standards.</p> <p>Thereafter to agree additional priorities and commission work.</p>	<p>Formal standards for delivery of psychological services to the Parole Board agreed with information and service providers.</p> <p>Attendance and provision of Parole Board contribution to DSPD Steering Group.</p> <p>Annual report on agreed standards and future priorities provided to Chairman and Chief Executive.</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p>
<p>5. Provide individual feedback to members and ensure that learning points arising from the monitoring process are fed into development.</p>	<p>Hold individual feedback meetings with Parole Board members as required.</p>	<p>Feedback meeting log completed.</p> <p>Quarterly report to be provided to Chairman and Chief Executive.</p> <p>Quarterly report (for training commissioning purposes) to be provided to Training Manager.</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p>
<p>6. Introduce an effective system of Continuing Professional Development (CPD) for Parole Board members.</p>	<p>Develop a system of CPD for members with a view to this being an obligation of the term of appointment.</p>	<p>CPD proposals to be submitted and agreed by Management Board by 31/3/09.</p>	<p>Partially achieved (Full delivery is subject to consultation the future status of the Board)</p>

<p>7. Further develop the Board's risk assessment manual and member handbook to reflect increasing priority on high-quality risk assessment.</p>	<p>To prioritise standards for risk assessment of:</p> <p>(a) Domestic violence offenders and those recalled for domestic violence offences and</p> <p>(b) Juveniles and Young Offenders.</p> <p>Thereafter identify further priorities and agree appropriate standards to inform future member training and needs and any necessary procedural changes.</p>	<p>Risk assessment manual to be revised to include:</p> <p>i) up to date section on risk assessment of offenders convicted of or at risk of committing acts of Intimate Partner Violence (IPV) and</p> <p>ii) up to date section on risk assessment and risk management needs of young offenders and juveniles.</p> <p>Risk assessment guide and linked Member Training Needs Report to inform member development days and any additional agreed training days.</p> <p>Advise Director of Performance and Development by 31/7/2008.</p>	<p>Achieved</p> <p>Partially achieved (Update for Manual awaiting change in policy within YJB)</p> <p>Achieved</p>
<p>8. Further develop the Board's current lifer database to facilitate analyses relating to:</p> <p>(a) lifer release and recall and</p> <p>(b) factors influencing criminal desistance within released lifer population.</p>	<p>To manage arrangements for the building of a relational database and transfer of existing data. Thereafter to manage lifer database including quality assurance procedures.</p> <p>To commission and oversee relevant analyses in line with agreed Parole Board priorities.</p> <p>To negotiate and provide written reports to inform training needs for members.</p>	<p>To update Lifer database coding manual and produce comprehensive training manual for data entry staff (including details of quality assurance framework).</p> <p>To provide annual and occasional reports on:</p> <p>i) Analysis of factors influencing lifer recalls and any emerging trends, and.</p>	<p>Achieved</p> <p>Achieved</p>

		ii) Other matters agreed in line with Parole Board priorities	Achieved
9. Ensure that Public Protection policy and practice issues arising from internal review procedures are appropriately addressed and disseminated to relevant parties.	To implement and manage system for recording and disseminating information arising through Joint Review Panel.	Joint Review Panel learning points to be disseminated through agreed channels to relevant agencies and individuals.	Achieved
10. Ensure effective system for individual feedback to members and Parole Board staff in cases where serious further offending (SFO) has occurred.	Refer appropriate cases to the Review Committee. Criteria should include the identification of review cases where prisoners have re-offended sexually or violently while on licence.	Individual feedback letters to be provided to members where this is agreed by Review Committee	Achieved
		Quarterly themed report to be provided to the Director of Performance and Development, the Executive Team and Management Board.	Achieved
		Learning points from Review Committee process to be included in the 'Board Sheet' where this is considered appropriate.	Achieved
11. To provide occasional research reports in line with Parole Board priorities.	To prioritise exploration of decrease in release rates for determinate conditional release and indeterminate prisoners. Thereafter identify further priorities and agree appropriate timescales for research with Executive Team.	Provide research report on decrease in DCR release rates to Chairman and Executive Team for consideration by 30/4/08.	Not achieved (Research proposals had substantial cost implications and limited value in determining causes definitively)

	12. Implement Equality Action Plan.	Work with the MoJ to enhance monitoring of decisions by all equality strands.	By 30/9/08.	Achieved
		Ensure that members and staff receive training in equality and human rights.	By 31/3/09.	Achieved

	Objective	Action plan	Outcome – performance indicators	Performance
Operational Targets	Paper Panels (Discretionary Conditional Release)			
	13. Parole applications to be considered by a panel within 25 working days of receipt of complete dossier.	Monitor carefully the throughput of cases to ensure that delays are kept to a minimum.	Average for the year of 95%.	Achieved (99%)
	14. Decisions or recommendations notified within 2 working days of panel.	Provide the support necessary to ensure that panel decisions are issued promptly.	Average for the year of 95%.	Achieved (99%)
	15. Re-panelled cases to be considered by a panel within 25 working days of receipt from the Post-Panel Team.	Monitor carefully the through put of cases to ensure that delays are kept to a minimum.	Average for the year of 95%.	Achieved (98%)
	16. Deferred cases to be considered by a panel within 25 working days of receipt of all documents requested by the previous panel.	Monitor carefully the throughput of cases to ensure that delays are kept to a minimum.	Average for the year of 95%.	Achieved (99%)
	Paper Panels (Recall hearings)			
	17. Recall cases to be considered by a panel within 6 working days of receipt.	Monitor procedures carefully to ensure that cases are handled within target.	Average for the year of 90%.	Achieved (99%)
	18. Recall decisions to be notified within 2 working days of panel.	Provide the support necessary to ensure that panel decisions are issued promptly.	Average for the year of 90%.	Achieved (100%)

Oral Hearings (Indeterminate and ESPs)			
19. Ensure that initial notifications for oral hearing cases referred within the appropriate timescale are issued at least 130 working days before the hearing.	Identify the total number of initial date notifications that were sent out and the number within target.	Average for the year 90%.	Achieved (98%)
20. Ensure that all dossiers are put through intensive case management.	ICM directions to be produced in all cases.	Average for the year 90%.	Achieved (90%)
21. Ensure that ICM directions are issued no later than 10 working days after receipt of complete dossier.	Identify the total number of directions issued and the number within target.	Average for the year 75%.	Not achieved (56%)
22. Issue precise notifications for oral hearings at least 35 working days before the hearing.	Identify the total number of precise notifications issued and the number within target.	Average for the year 85%.	Achieved (94%)
23. Ensure that all review dossiers are sent to the panel at least 30 working days before the hearing.	Identify and report on dossiers meeting the target and find out reasons when target is not met.	Average for the year 80%.	Not achieved (62%)
24. Notify all parties of panel decisions within the timescale set in the Parole Board Rules	Review processes to see if decisions can be expedited.	Average for the year 90%.	Achieved (93%)
		10 days	
		5 days	Not achieved (62%)
25. Ensure that all lifer release dossiers are distributed to the database researcher within 5 working days of the decision.	Establish and report on dossiers which did not meet the objective set.	Average for the year 90%.	Achieved (100%)
26. Ensure that precise representations against recall notifications are issued at least 25 working days before the hearing.	Identify the total number of precise notifications issued and the number within target.	Average for the year 85%.	Achieved (99%)

27. Reduce number of cases deferred or adjourned at the hearing.	Identify and report on deferrals/adjournments on the day of the hearing and reasons why.	Reduce deferrals/ adjournments so that no more than 10% of all hearings go to a further hearing.	Not achieved (19%)
28. To record all recall cases and pass to oral hearings pre-panel caseworker within 48 hours of receipt of dossier.	To add all recall cases to the list within the given timescale and pass to the oral hearings team to progress through the ICM process.	Average for the year of 90%.	Not achieved (79%)
29. To publish quarterly paper and monthly oral hearing panel rotas.	To comply with the timetable.	All deadlines met.	Achieved (100%)
30. To develop whole process targets for Parole Board oral hearings and processes in line with NAO recommendations.	Liaise with MoJ to produce meaningful targets in line with statutory requirements and good practice. As part of this work monitor the number of cases that are decided on or before the target month.	Drafts developed by 1/9/08 for approval through governance structures. Final proposal to Management Board by 28/2/09. Monitor cases from 1/4/08.	Achieved Partially achieved (PPUD computer will monitor progress from 01/04/09)
Oral Hearings (Smith & West cases)			
31. Notify all parties of panel decisions within 10 working days.	Review processes to see if decisions can be expedited earlier than the target.	Average for the year of 95%.	Achieved (95%)
32. Hold oral hearings within the allotted timescale according to prisoners' release dates.	Make better use of the available resources.	Average for the year of 70%.	Achieved (70%)
33. Identifying those cases suitable for oral hearing.	Sift the applications to see whether the Smith & West judgment applies.	All requests to be sifted by a member within 5 days of receipt of request.	Not achieved (55%)
34. Continue to develop the video link pilot to maximise its potential and benefits for all parties.	Expand to all areas of the Prison estate where video link court facilities are to be found and trial use for three-member panels.	Ensure that 25% of Smith and West hearings are carried out by video link where the prison has court facilities. Pilot three-member panels in at least five locations.	Not achieved (17%)

Post-Panel work			
35. To reply to request / complaints from prisoners and to correspondence from members of the public, external agencies within 20 working days.	Maintain a clear record of when correspondence is received and the reply sent.	Average for the year of 95%.	Achieved (99%)
36. Consult members on requests from prison/ probation for insertion or variation of licence conditions, or suspension of parole and take relevant action within 15	Continue to implement new process.	Average for the year of 95%.	Achieved (100%)
37. Report on the progress of judicial review cases to the Management Board and members.	Provide monthly reports.	By the last working day of each month.	Achieved
Corporate Services			
38. Produce monitoring reports by the 15th of each month.	Collate performance statistics from databases and teams and prepare monitoring report for CEO and sponsor.	By the 15th of each month.	Achieved
39. Update and test the Business Continuity Plan.	Ensure that the plan is updated every 6 months and tested annually.	Update by 1/4/08 and 1/10/08. Test to be completed by 30/9/08.	Achieved

	Objective	Action plan	Outcome – performance indicators	Performance
Systems improvement	40. Fully document all Parole Board case management processes.	Commission and complete Case Management Manual.	Completion of manual by 1/7/08 together with review process on quarterly basis.	Achieved
	41. Support and develop bespoke casework systems that provide essential management information.	Continue support of In-house systems and develop future solutions for implementation in 2009/10.	In line with casework manual, first proposals by 1/7/08. Preferred solution selected by 1/9/08. Specification for new systems drawn up by 1/2/09.	Achieved
	42. Reduce reliance on paper dossiers once received from external stakeholders.	Investigate and, where appropriate, introduce digitisation of dossiers.	Decision on preferred options by 1/5/08 and action plan reviewed on quarterly basis.	Not achieved (Not completed due to limitations of IT system)
	43. Supporting and developing use of the CJSM system and Parole Board laptops.	Provide remote online for support and fault resolution.	Produce log of all remote online support provided.	Achieved
		Continue to advise and train members in best practice. Provide 3rd line support (Future proofing).	Provide training to all Parole Board members and staff for best practice use of lap top equipment and PCs. All broken PCs to be repaired where possible.	Achieved Achieved
44. Providing and supporting robust independent data backup systems.	Maintain and improve backup systems & protocols.	Provision of monthly backup of appropriate data.	Achieved	

Strategic Aim 2 – Resource management and accountability

To 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

	Objective	Action plan	Outcome – performance indicators	Performance
Management of finance and accountability	45. To ensure the Board operates within budget.			
	Produce monthly statements of expenditure against budget.	Meet monthly timetable.	Monthly	Achieved
	Ensure budget information is meaningful and reports are consistent with budgets.	Load budget on accounting system and reports.	By 31/03/08 or within 2 weeks of receiving finalised budget if later.	Achieved
	To ensure the Board is sufficiently flexible in managing its finances.	We will forecast our year end results at the six and nine months stage and take appropriate action.	By 31/10/08 and 31/1/09.	Achieved
	46. To produce end year financial statements for 2007/08 that will receive certification by the C&AG and produce sufficient assurance of internal control for audit, Prison Service and Home Office purposes.	To produce Annual Assurance Statement & Report for Departmental Accounting Officer.	By 30/6/08.	Achieved
		To comply with detailed NAO audit strategy as agreed with Board's Audit & Risk Management Committee.	By 31/07/08.	
		To review Internal Audit programme and agree with Board's Audit & Risk Management Committee.	By 31/03/08.	
47. To ensure the Board complies with International Accounting Standards.	The Board will restate its 2007/08 figures in line with IFRS so as to be ready to comply with IFRS in 2008/09.	By 31/07/08. The Treasury subsequently deferred the implementation of IFRS	Achieved	

48. Review corporate risk management strategy and implement changes.	To have annual round of consultation with members and staff on corporate risk.	By 31/10/08.	Achieved
	To hold workshop on reviewing corporate risk register, policy and strategy.	By 31/12/08.	Achieved
49. To support the Audit & Risk Management Committee to operate in line with best practice.	Complete NAO assessment tool and hold an ARM seminar to discuss.	By 31/12/08.	Achieved
50. Pay members accurately by the 10th working day of the month for claims received on time.	Meet monthly timetable.	Monthly	Achieved
	Review existing procedures.	By 31/10/08.	Achieved
	Give clear guidance and instruction.	As required.	Achieved
	Update Members' Handbook.	As required.	Achieved
51. To ensure members' and staff travel expenditure is cost effective and properly incurred.	Review staff expenses procedures.	By 31/10/08.	Completed in 07/08
	Review members' expense claim forms.	By 30/9/08.	Achieved
	Provide on line train booking.	Ongoing	Achieved
	Give induction training to new staff.	Ongoing	Achieved
	Review approval levels.	By 30/9/08.	Achieved
52. Pay undisputed invoices within 30 days of receipt.	Log invoices in spreadsheet and register on receipt.	Average for the year of 90%.	Achieved (97%)
	Settle invoices twice a month.		Achieved
53. Ensure finance data is backed up and protected.	Daily onsite back up to encrypted disk.	Daily	Achieved
	Offsite backup daily via internet.	Daily	Achieved
54. Develop our staff abilities by supervision, in-house training and professional development.	Quarterly supervision and training.	Quarterly	Achieved
	Support for study in line with internal guidelines.	Review periodically.	Achieved

	55. Seeking best value when sourcing & purchasing hardware, software and peripherals.	Sourcing best value suppliers and resellers of hardware and software by using online resources for best VFM	Monthly	Achieved
	56. Implement and keep under review security policy to protect the data that the Board has at its disposal.	Publish policy and procedures. Report to the Audit & Risk Management Committee.	By 30/4/08. By 31/3/09.	Achieved
	57. Work with the MoJ to achieve agreed sustainability targets and commitments.	Develop a sustainability action plan.	By 30/1/09	Not achieved (Board does not have its own action plan but seeks to meet the objectives laid down in the MOJ sustainable Development Action Plan)

	Objective	Action plan	Outcome – performance indicators	Performance
Management of human resources	58. In conjunction with the sponsor, to review the strategy for recruitment, appointment (terms), remuneration and retention of members; in particular to respond to changes in legislation.	External fees review to be considered by Management Board and discussed with sponsor.		
		Liaise with the Presiding Judge in improving judge time arrangements.	Ongoing	Achieved
		Agree strategy for next round of recruitment of independent and probation members at Management Board.	By 30/9/08.	Achieved
		This will include a focus for the improvement in diversity of the membership of the Board through the project with Operation Black Vote.	By 30/9/08.	Achieved
		Set timetable for revision of overall strategy in the light of proposals following legislative changes and sponsorship arrangements.	Provisional date 30/9/08, dependant upon actions by sponsor.	Achieved

<p>59. To publish an analysis of member output in the Board's Annual Report for 2008/09 and subsequent years.</p>	<p>Agree definition of 'output' for reporting purposes.</p>	<p>By 30/4/08.</p>	<p>Achieved</p>
	<p>Review current systems to establish required changes.</p>	<p>By 31/5/08.</p>	<p>Not achieved (Database combining members planning tool with member aptitude and availability cancelled due to budget overspend)</p>
	<p>Decide between changing current systems, or inclusion of reporting requirements in future overall case management system.</p>	<p>By 30/9/08.</p>	<p>Achieved</p>
<p>60. To complete and implement a review of the Board's corporate governance arrangements.</p>	<p>Agree what interim reporting of 'output' can be included in 2008/09 Annual Report.</p>	<p>By 31/5/08 to be published in Board's Annual Report for 2008/09.</p>	<p>Achieved</p>
	<p>Internal review and consultation completed.</p>	<p>By 30/09/08.</p>	<p>Partially achieved (MOJ internal audit delayed until March. Final report due in April 2009)</p>
<p>61. To achieve full liP accreditation.</p>	<p>Proposals to Management Board.</p>	<p>By 30/11/08.</p>	<p>Achieved</p>
<p>62. Monitor the performance development review (PDR) system, reviewing and updating the process as required.</p>	<p>To promote good liP practices within the Board and follow recommendations made by the last assessment.</p>	<p>All standards of liP are fully met and to achieve full accreditation by 31/3/09.</p>	<p>Achieved</p>
	<p>Monitor opening of PDRs by 30/4/08 - Report to Management Board by 31/5/08.</p>	<p>80% of PDRs to be opened by 30/4/08.</p>	<p>Achieved</p>
	<p>Monitoring of mid-year reviews by 30/10/08 – Report to Management Board by 31/12/08.</p>	<p>Completion of 80% of mid-year reviews by 30/11/08.</p>	<p>Achieved</p>

<p>63. To carry out a review of the Board's sick absence monitoring procedures with a view to reducing the overall level of sick absence to an average of 9 days per member of staff for the year.</p>	<p>Report and recommendations to Management Board.</p>	<p>By 30/4/08.</p>	<p>Achieved</p>
	<p>Re-launch and training.</p>	<p>By 30/6/08.</p>	<p>Partially achieved (Delayed because of uncertainties regarding move to MoJ policies)</p>
	<p>Report to SMT & ET</p>	<p>Monthly</p>	<p>Achieved</p>
	<p>Report to Management Board.</p>	<p>Quarterly</p>	<p>Achieved</p>
<p>64. Review the current induction process used for new members of secretariat staff.</p>	<p>Evaluate current process used, discuss inter-departmental inductions.</p> <p>Review the effectiveness of current process.</p>	<p>Review by 30/09/2008.</p> <p>Report to Management Board by 31/10/2008.</p>	<p>Achieved</p> <p>Partially achieved (Review to be presented to May 2009 Management Board)</p>
<p>65. Review staffing organisation, ensure staff are utilised across the Secretariat.</p>	<p>Ensure that the right numbers of staff are recruited together with the right type of staff for the roles within the Secretariat.</p>	<p>Review by 31/09/2008.</p>	<p>Achieved</p>

<p>66. Deliver the agreed training programme for members.</p>	<p>Deliver training as outlined in the annual programme.</p>	<p>Annual Conference by 30/4/08.</p> <p>New member training by 31/8/08.</p> <p>Development Days by 31/10/08.</p>	<p>Achieved</p> <p>Achieved</p> <p>Not achieved (Autumn Development Days postponed due to budget issues)</p>
<p>67. Train members and staff in the new requirements of the Criminal Justice and Immigration Act 2008.</p>	<p>Carry out training programme when details of the new legislation are confirmed.</p>	<p>Carry out training programme when details of the new legislation are confirmed.</p>	<p>Achieved</p>
<p>68. Ascertain training requirements of members in accordance with the NAO recommendations.</p>	<p>Carry out survey of members.</p>	<p>By 30/11/08.</p>	<p>Achieved</p>
<p>69. Ensure that managers achieve the competencies expected of them.</p>	<p>Deliver training programme to Parole Board managers.</p>	<p>By 31/3/09.</p>	<p>Partially achieved (Training programme to start in May 2009)</p>
<p>70. Strengthen victim awareness among staff and members</p>	<p>Deliver victim awareness training for staff and members.</p>	<p>By 31/3/09.</p>	<p>Achieved</p>

Strategic Aim 3 - Independence, Strategy and Development

To promote the independence of and public confidence in the work of the Board, while effectively managing change

	Objective	Action plan	Outcome – performance indicators	Performance
Independence, strategy and development	71. Ensure that the Management Board is provided with the support and advice needed to make informed decisions on policy and strategy.	Organise 10 meetings and issue papers on time.	By 7 days before each meeting.	Achieved
	72. Manage change in the work of the Board and promote the independence of the Board.	Set up a group to manage changes resulting from the Brooke judgment and the proposals in the Criminal Justice and Immigration Act 2008.	Set up change management group by 30/06/08.	Achieved
		Propose to the MoJ the establishment of a joint management group to monitor workload trends and make accurate forecasts.	Make case to the MoJ for joint management group by 30/06/08.	Achieved
	73. Demonstrate public accountability by publishing the Board's Annual Report and Accounts for 2007/08.	Prepare timetable and set up editorial board.	By 30/03/08.	Achieved
		Submit to Management Board and publish.	By 31/07/08.	Achieved
	74. To develop a Business Plan for 2009/10.	Hold business planning meetings with staff, members, Pre and Post release sections.	To publish a Business Plan for 2009/10 by 31/3/09.	Partially achieved (Business Plan due for publication in June 2009)
75. Keep members and staff well informed of policy and practice developments.	Publish 10 issues of the Board Sheet newsletter for staff and members.	Meet monthly publication deadlines.	Achieved	

76. Obtain feedback from members and staff on attitudes and perceptions.	Work with HR to conduct annual staff and member survey.	Conduct survey by 31/10/08	Achieved
	Publish results and action plan to address findings to staff and members.	Publish results and action plan by 31/03/09.	Achieved
77. Increase use of Board's website by keeping site live and driving traffic to it.	Keep website live and updated by regularly posting new material	Post at least 30 new items to website during course of year, by 31/03/09	Achieved
	Drive increased traffic to website through use of marketing techniques	Increase traffic flow to website by 25% over course of year, by 31/03/09.	Achieved
78. Improve engagement with key stakeholders.	Conduct a stakeholder audit and develop a stakeholder engagement strategy.	Conduct audit and develop strategy by 31/10/08.	Achieved
	Keep key stakeholders updated with Board developments.	Send out information to key stakeholders at least every quarter.	Achieved
	Promote the ICM process through a series of visits to prisons and probation areas.	Arrange 10 visits by 31/7/08.	Achieved
	Continue to contribute to the debate on how victims and other interested parties might be involved in the parole process.	Link with stakeholders representing interests of victims.	Achieved
79. Achieve compliance with the Freedom of Information Act.	Answer FOI requests within statutory deadlines.	Answer 95% of FOI requests within 20 working days of receipt.	Achieved
80. Promote and facilitate best use of CJSM laptops and other related IT resources.	Promote IT best practice to members and staff through the use of GEM's, PBM letters, the Board Sheet and the website.	Ongoing	Achieved
81. Meeting the Board's IT needs and requirements where possible with the available resources.	Making best use of existing IT resources by keeping up to date with IT skills and current practice.	Monthly	Achieved
82. Answer all telephone calls within 5 rings.	Ensure arrangements are in place so that calls are answered promptly.	Average for the year of 95%.	Achieved (96%)

Determinate sentence statistics

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

Summary of determinate sentence cases considered by the Parole Board 2003/04 - 2008/09

England and Wales Parole Board cases	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Cases considered	6,038	7,297	7,528	6,923	6,012	2,893
Recommended	3,206	3,794	3,718	2,478	2,157	682
Percentage of cases considered recommended for parole	53.1%	52.0%	49.4%	35.8%	35.9%	23.6%

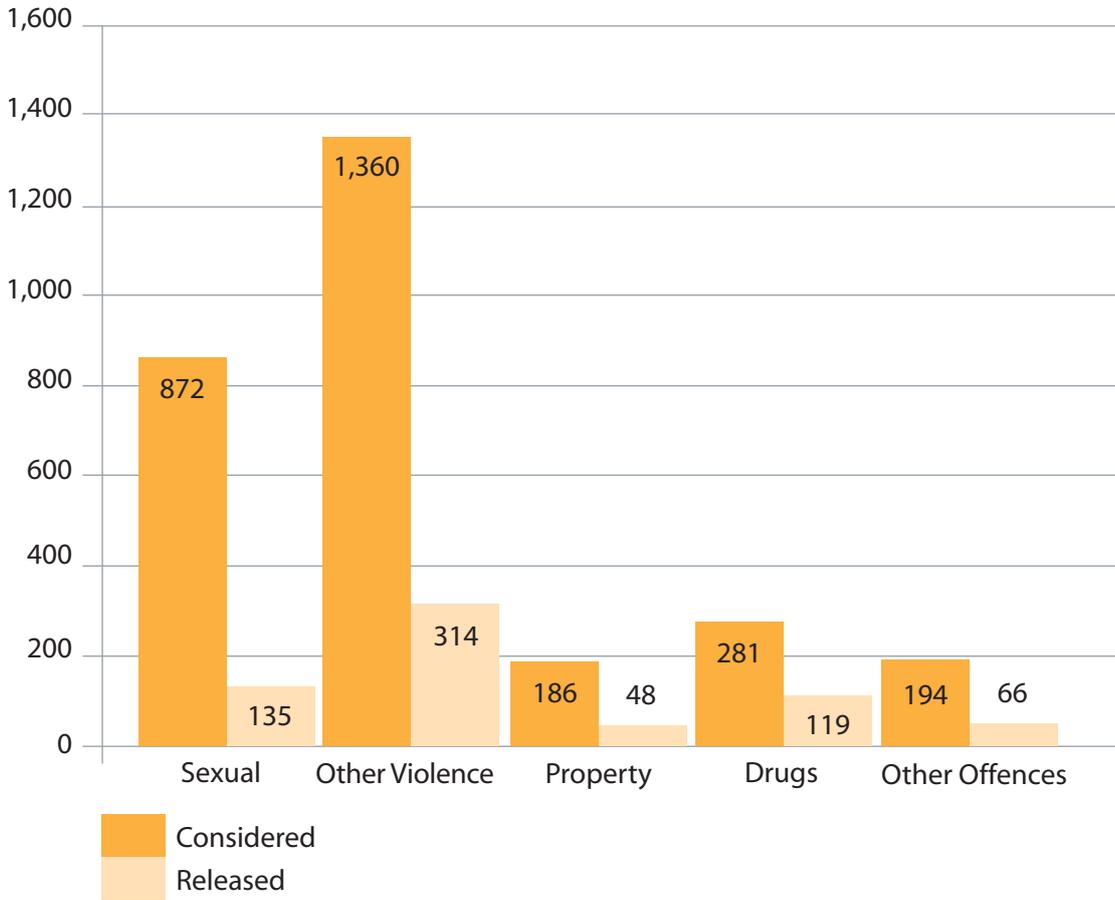
Summary of DCR cases heard by oral hearing 2006/07 -2008/09

England and Wales oral hearings	2006/07	2007/08	2008/09
Cases considered	10	36	43
Release directed	3	16	13
Percentage of cases where release directed	30%	44%	30%
Release not directed	7	20	30
Percentage of cases where release not directed	70%	56%	70%

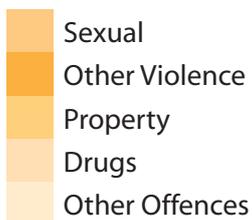
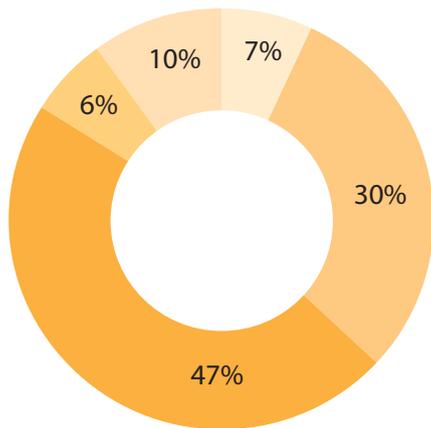
Summary of EPP cases considered by the Parole Board 2006/07 - 2008/09

England and Wales Parole Board cases	2006/07	2007/08	2008/09
Cases considered	934	1,269	981
Recommended	91	93	83
Percentage of cases considered recommended for parole	10%	7%	8%

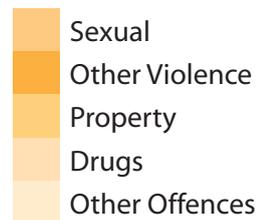
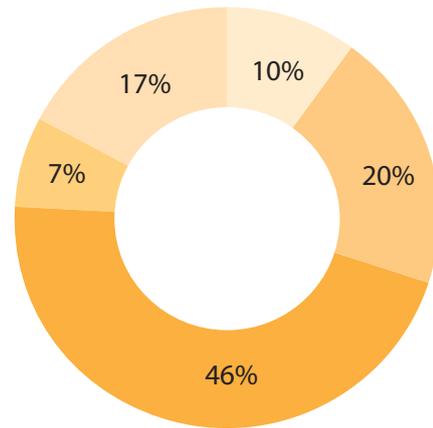
Determinate sentence cases considered and released: by offence 2008/09



Determinate sentence cases considered



Determinate sentence cases released



Prisoners on parole from determinate sentences 2003/04 - 2008/09

Year	Average number on Parole
2003/04	3600
2004/05	4034
2005/06	4683
2006/07	4285
2007/08	3390
2008/09	2400

Persons recalled from parole from determinate sentences, by reason of recall 2005/06 - 2008/09

Reason for recall*	2005/06	2006/07	2007/08	2008/09
Further offences	302	246	231	97
Being out of touch	242	201	134	59
Hostel: failure to reside/comply	109	203	142	58
Other reasons	340	564	419	240
All reasons	993	1214	926	454

*Those with missing reasons for recall have been estimated

Prisoners on parole from determinate sentences recalled 1998/99 - 2008/09

Reason for recall*	Number recalled	Recall as a % of average number on parole
1998/99	233	11.1
1999/00	250	10.1
2000/01	267	9.6
2001/02	329	10.9
2002/03	420	13.1
2003/04	601	16.6
2004/05	712	17.4
2005/06	993	21.2
2006/07	1,214	28.3
2007/08	926	27.3
2008/09	454	18.9

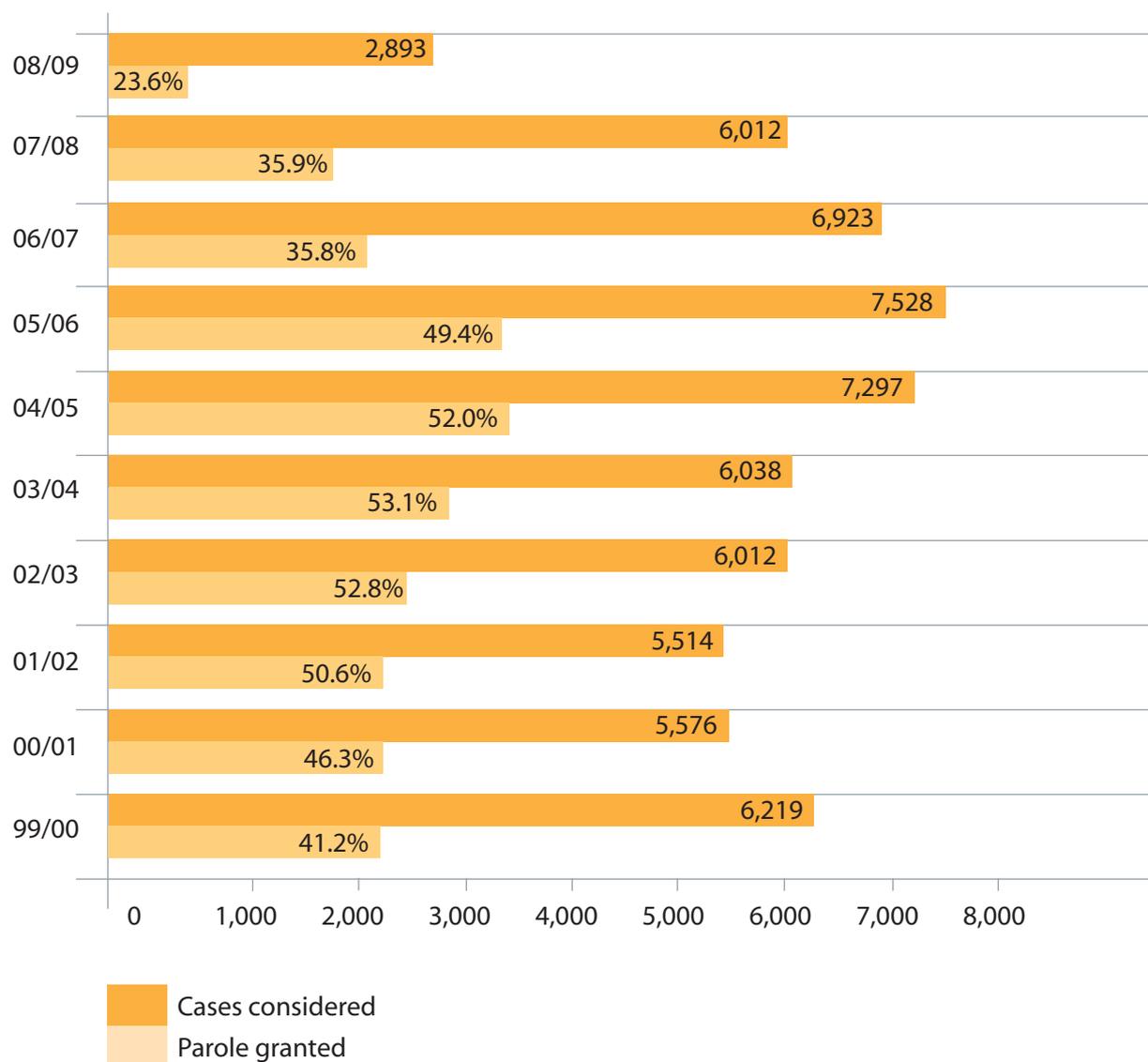
Summary of recall cases 2006/07 - 2008/09

	Number of recalls 2006/07	Number of recalls 2007/08	Number of recalls 2008/09
Emergency recalls	3032	3384	2527
Standard recalls	8199	8372	9313
Reps after recall	34	-	-
Total	11265	11756	11840
Cases considered by the Parole Board including further reviews			
Considered under the Criminal Justice Act 2003	14669	19060	11967
Considered under the Criminal Justice and Immigration Act 2008	-	-	5217
Total cases including further reviews	14669	19060	17184

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

	2008/09
Agree to release immediately	208
Agree to Release at future date	204
Set Date for further review	18
Decline to release	14
Make no Recommendation	4682
Send to Oral Hearing	91
Total Decisions	5217

Determinate sentence parole reviews and decisions 1999/00 - 2008/09

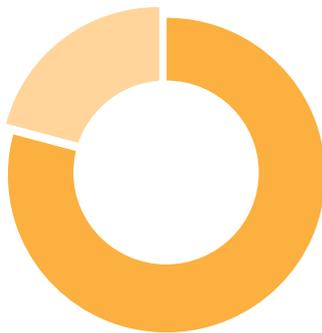


Challenges/complaints 2006/07 - 2008/09

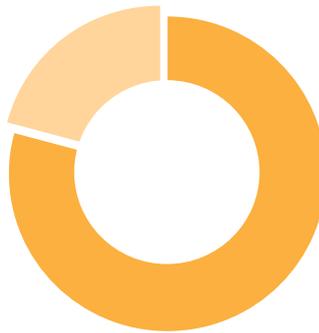
	2006/07	2007/08	2008/09
New information which might affect decision to grant parole	148	86	32
Request/ complaints concerning the panel's decision	174	189	169
Other challenges/enquiries	685	922	794
Requests for advice from the Public Protection Caseworking Section	139	1	7
Requests for non-standard Licence conditions to be inserted/varied/ removed	1630	1360	1473
Miscellaneous including Freedom of Information and Data Protection enquiries	128	123	96
Other complaints	81	87	74
Total	2985	2768	2645

DCR cases considered and released on parole by ethnic group, 2008/09

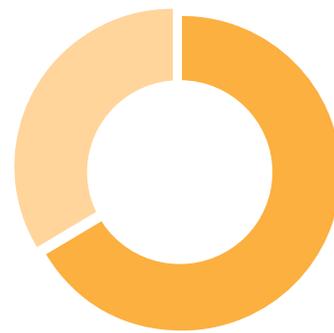
	2008/09
Total	
Considered	2,889
Released	681
% Released	23.6%
White	
Considered	2,132
Released	503
% Released	23.6%
Mixed	
Considered	78
Released	25
% Released	32.1%
Asian or Asian British	
Considered	194
Released	65
% Released	33.5%
Black or Black British	
Considered	461
Released	81
% Released	17.6%
Chinese or Other	
Considered	17
Released	6
% Released	35.3%
Unrecorded	
Considered	7
Released	1
% Released	14%

Total

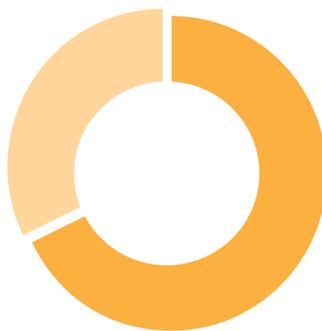
Refused 76.4%
Released 23.6%

White

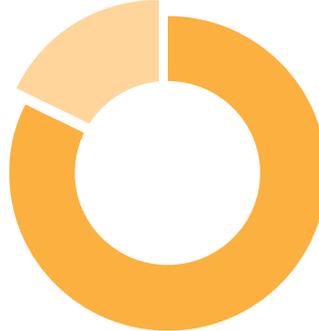
Refused 76.4%
Released 23.6%

Mixed

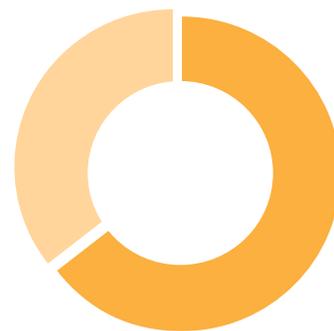
Refused 67.9%
Released 32.1%

Asian or Asian British

Refused 66.5%
Released 33.5%

Black or Black British

Refused 82.4%
Released 17.6%

Chinese or Other

Refused 64.7%
Released 35.3%

Summary of juvenile cases heard by oral hearing 2008/09

England and Wales oral hearings	2008/09
Cases considered	79
Release directed	20
Percentage of cases where release directed	25%
Release not directed	59
Percentage of cases where release not directed	75%

Summary of determinate sentence deport cases 2007/08 - 2008/09

England and Wales Parole Board cases	2007/08	2008/09
Cases considered	313	138

Summary of extended sentence cases considered by oral hearing 2006/07 - 2008/09

England and Wales oral hearings	2005/06	2006/07	2007/08	2008/09
Cases considered	317	326	360	385
Release directed	114	54	81	99
Percentage of cases where release directed	36%	17%	22%	26%
Release not directed	162	167	194	210
Percentage of cases where release not directed	51%	51%	54%	55%
Adjourned	41	105	85	76
Percentage of cases adjourned/deferred at hearing	13%	32%	24%	20%

Summary of extended sentence annual review cases considered by paper panel

England and Wales oral hearings	2008/09
Cases considered	77
Immediate release directed	5
Percentage of cases where release directed	6%
Proceed to oral hearing	13
Percentage of cases proceeding to oral hearing	17%
Release not directed	52
Percentage of cases where release not directed	68%
Deferred for further consideration	7
Percentage of cases deferred for further consideration	9%

Summary of Smith and West recall cases considered by oral hearing 2005/06 - 2008/09

England and Wales oral hearings	2005/06	2006/07	2007/08	2008/09
Total Cases considered	388	674	459	422
Cases considered under the Criminal Justice and Immigration Act 2008				
Release Immediately	-	-	-	15
Release at specified date	-	-	-	15
Make no recommendation as to release	-	-	-	14
Cases considered under the Criminal Justice Act 2003				
Recall confirmed release immediately	134	113	54	23
Recall confirmed release at specified date	138	356	157	132
Recall confirmed review at specified date	27	63	56	64
Recall confirmed decline to set a review date	37	63	97	52
Percentage of cases where recall confirmed	86%	88%	79%	64%
Recall rejected release immediately	6	11	9	16
Recall rejected release at specified date	1	1	5	3
Recall rejected review at specified date	-	-	2	2
Percentage of cases where recall rejected	2%	2%	4%	5%
Deferred/adjourned at hearing	45	67	79	86
Percentage of cases adjourned/deferred at hearing	12%	10%	17%	20%

Summary of Smith and West cases sifted and resolved without an oral hearing 2007/08 - 2008/09

England and Wales Parole Board cases	2007/08	2008/09
Number of applications for an oral hearing	889	1086
Number of cases rejected for consideration by oral hearing	430	763
Saving to the Board	£350,000	£540,000

Indeterminate sentence statistics

Statistics have been produced by the Parole Board unless otherwise stated.

Summary of mandatory, discretionary and automatic life sentence prisoners, Her Majesty's Pleasure detainees considered by oral hearing 2004/05 -2008/09

England and Wales oral hearings	2004/05*	2005/06	2006/07	2007/08	2008/09
Cases considered	1341	1195	1421	1423	1272
Release directed	290	270	207	207	194
Percentage of cases where release directed	21%	23%	15%	15%	15%
Release not directed	896	723	830	937	852
Percentage of cases where release not directed	67%	61%	58%	66%	67%
Adjourned	155	202	384	270	226
Percentage of cases adjourned/deferred at hearing	12%	17%	27%	19%	18%
Transfer to Category D recommended	211	175	169	241	295

*Includes extended sentence prisoners

Summary of IPP cases considered by oral hearing 2006/07 - 2008/09

England and Wales oral hearings	2006/07	2007/08	2008/09
Cases considered	74	253	556
Release directed	6	17	43
Percentage of cases where release directed	8%	7%	8%
Release not directed	44	192	390
Percentage of cases where release not directed	59%	76%	70%
Adjourned	24	44	123
Percentage of cases adjourned/deferred at hearing	32%	17%	22%
Transfer to Category D recommended	2	21	105

Summary of life sentence prisoners, Her Majesty's detainees and IPP cases considered by paper panel 2004/05 - 2008/09

England and Wales IPP and life sentence prisoners	2004/05 [#]	2005/06	2006/07	2007/08	2008/09
Cases considered	273	249	283	397	530
Release directed	59	37	8	0*	0*
Percentage of cases where release directed	22%	15%	3%	-	-
Proceed to oral hearing	-	-	-	116	122
Percentage of cases proceeding to oral hearing	-	-	-	29%	23%
Release not directed	209	209	259	262	376
Percentage of cases where release not directed	77%	84%	91%	66%	71%
Deferred for further consideration	5	3	16	19	32
Percentage of cases deferred for further consideration	7%	2%	1%	6%	6%

[#]Includes extended sentence prisoners

*Lifers were no longer released on the papers only

Advice cases considered by paper panel 2004/05 - 2008/09

England and Wales IPP and life sentence prisoners	2004/05 [#]	2005/06	2006/07	2007/08	2008/09
Cases considered	352	224	122	94	227

[#]Includes extended sentence prisoners

*Life licensees recalled to prison, 2004/05 - 2008/09

England and Wales IPP and life sentence prisoners	2004/05*	2005/06	2006/07	2007/08	2008/09
Numbers recalled	90	140	178	114	89

*Source - Public protection casework section

*Life licencees recalled to prison, 2004/05 - 2008/09

Reasons for recall	2008/09
Deterioration of behaviour	35
Further charge	31
Out of touch	13
Failure to reside	3
Risk of harm	2
New Violent Offence	1
Other	4
Total number recalled	89

*Source - Public Protection Casework Section

*Life licencees under active supervision 2004/05 -2008/09

Year	
2004/05	1350
2005/06	1368
2006/07	1395
2007/08	1751
2008/09	1646

*Source - Public Protection Casework Section

Intensive Case Management - summary of cases considered 2007/08 - 2008/09

	2007/08	2008/09
Number of cases considered	1066	3145
Cases referred to oral hearing	817	2320
Percentage of cases referred to an oral hearing	77%	74%
Negative paper decisions accepted by prisoner	112	383
Percentage of negative decisions accepted by prisoner /oral hearing refused	11%	12%
Negative paper decisions appealed and referred to oral hearing	132	433
Percentage of negative decisions appealed and referred to an oral hearing	12%	14%
Cases pending / Withdrawn	5	9



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 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. By the Parole Board (Transfer of Functions) Order 1998 the Board has delegated authority to decide applications from prisoners serving less than 15 years; for those serving 15 years or more it makes a recommendation to the Secretary of State.
- Has authority, under the Crime (Sentences) Act 1997, to direct the release of mandatory and discretionary life sentenced prisoners and those given indeterminate sentences for public protection; those given life sentences under section 2 of the 1997 Act (now section 109 of the Powers of Criminal Courts (Sentencing) Act 2000) and persons detained during Her Majesty's Pleasure.
- Considers, under the Crime (Sentences) Act 1997 (in the case of life 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 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 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 NOMS, formerly HM Prison Service, on behalf of the Secretary of State, are considered by panels of three Board members.
- **Life sentence prisoners, and those serving extended sentences and indeterminate sentences for public protection:** reviews based on a dossier of papers presented to the Board by NOMS, formerly HM 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 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 the Board.

Review of objectives

Discretionary conditional release

The Board considered 4,102 (7,594 in 2007/08) applications from determinate sentence prisoners. Of these, 2,893 (6,012 in 2007/08) were discretionary conditional release (DCR), and 981 (1,269 in 2007/08) were prisoners with extended public protection provisions and 138 (313 in 2007/08) were deport cases.

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 47% drop in 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 530 (397 in 2007/08).

Oral hearings

The total number of oral cases considered by the Board was 2,757 (2,531 in 2007/08). The number of oral hearing cases for indeterminate sentenced prisoners was 1,828 (1,676 in 2007/08). This rise reflects the growing number of prisoners with indeterminate sentences referred to the Board for oral hearings. There has been a substantial increase from 253 (in 2007/08) to 556 (in 2008/09) in indeterminate for public protection (IPP) cases considered by the Board. There were 507 three member determinate sentence oral hearings (396 in 2007/08).

The Board's objective was that in 90% of cases decisions of oral hearings should be communicated within 5 days of the hearing and this was achieved in

62% (66% in 2007/08) of cases.

In addition, there were 422 (459 in 2007/08) recall cases conducted by a single member to hear representations against recall to prison for determinate sentence prisoners following the House of Lords' judgment in January 2005 in the case of Smith & West. The number of Smith & West oral hearing cases has decreased as prisoners are now required to show that they have specific grounds to appeal that comply with the court decision. 763 (430 in 2007/08) appeals 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 17,184 cases including further reviews. This was 28% above the levels projected in the Business Plan, although 10% down year on year. The Board introduced single member recall panels in February 2007 for the more straightforward cases and 87% of paper recalls in 2008/09 were considered by single member panels. This saved £125,000.

Type of case	Actual cases handled
Discretionary conditional release and deport cases	3,031
Extended public protection	981
Indeterminate paper review and advice cases	834
Intensive case management cases	3,145
Oral hearings including recalls - lifer and IPP	1,828
Oral hearings – determinates – recalls - Smith & West including sifts and ESP	1,593
Recall (paper recalls)	17,184
Total	28,596

Public Accounts Committee

The report from the PAC hearing on 27 October 2008 noted that the Board faced considerably increased costs and delays from the difficulty in accessing timely data which led to delays in hearings. This also led to increased costs in NOMS, formerly HM Prison Service, as a result of keeping in prison offenders who should have been released.

A number of steps have been taken to address the issues raised by the PAC, including the introduction of a generic parole process from 1 April 2009 to link together all the case-management processes and targets previously held separately by different departments. The Board is also working closely with PPCS and our sponsor unit to develop a recovery plan to address the issue of delay.

Intensive case management

Intensive case management (ICM) is a multi-stakeholder approach to improve the oral hearing process. 3,145 cases (1,066 in 2007/08) were assessed under ICM. 383 (112 in 2007/08) cases were decided on the papers without the need for a three member oral hearing.

Risk management

The Board's processes for managing risk and its key contractual and stakeholder relationships are reported in the Statement on Internal Control.

Personal data related incidents

There were no personal data related incidents reportable to the Information Commissioner in 2008/09 or in any previous financial years.

Basis for preparing the accounts

This account has been prepared on an accruals basis in a form directed by the Secretary of State for the Justice Department with the approval of the Treasury in accordance with the Criminal Justice Act 1991, as amended by the Criminal Justice and Public Order Act 1994.

Going concern

The balance sheet at 31 March 2009 shows a deficit on the Income and Expenditure Reserve of £175,682. This reflects the inclusion of liabilities falling due in future years, which may only be met by future grant-in-aid from the Parole Board's sponsoring department, the Ministry of Justice. The Board has received an increased allocation of grant-in-aid for 2009/10. The Board's accounts are drawn up on a going concern basis.

Funding

The Board's sponsor is the Access to Justice Group of the Ministry of Justice. The Board's only source of income is grant-in-aid which is provided by the Ministry of Justice. This was £8,360,000 for 2008/09 which was an increase of £860,000 (11%) on 2007/08. Our budget was increased to enable the Board to strengthen its management structure, deliver ICM and to establish a Quality Unit to review the quality and consistency of decisions made by the Board.

The Board's cash at bank as at 31 March 2009 was £214,761. This bank balance was required as the Board pays its members' fees just after the month end and £190,837 was required for this purpose. The bank balance was reduced from £485,217 at the start of the year due to the cash outflow from operating activities. All other miscellaneous receipts, 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 £8,561,933 (2007/08 - £7,382,612). Grant-in-aid is credited to reserves. The Board's financial statements do not show an operating result. The Board increased the deficit on general reserves by £156,142 from £19,540 to a deficit of £175,682. This was under 2% of the grant-in-aid for the year. The unforeseen ongoing delay in deploying C NOMIS meant that the Board had to bear additional IT support costs. The Board also had to bear legal costs historically born by its sponsor. The balance sheet shows a total reserves deficit of £137,109 as at 31 March 2009; this compares with a balance sheet total of £64,824 at 31 March 2008. £45,791 was transferred from the capital reserve to fund depreciation on assets financed by capital grant-in-aid in 2006/07. This reduced the balance on the capital reserve from £84,364 to £38,573.

Unit costs

The estimated unit costs (excluding notional costs) to the Board for processing each category of case are as follows:

	2008/09 per case	2007/08 per case
Paper hearing – Determinate sentence case (DCR) and EPP	£390	£263
Oral hearings – 3 member panels for the hearing of lifer, IPP and extended sentence prisoners (ESPs)	£1,764	£1,553
Intensive Case Management	£296	£260
Oral hearings – single member panels for the hearing of representations against recall for determinate sentence prisoners.	£705	£818
Recalls under the Criminal Justice Act 2003 and the Criminal Justice and Immigration Act 2008.	£60	£55

The cost of ICM has been shown separately from oral hearings. The cost of the DCR panels has increased as these panels now deal with 18 cases-previously 24- due to the increased complexity of these dossiers. The cost of oral hearings has increased as the Board has strengthened its structure to meet its workload. The decrease in the cost of single member oral hearing panels for representations against recalls was due to the increase in the number of cases that failed to show adequate grounds for appeal.

Fixed assets

Some new IT equipment was purchased to equip staff and members with computers and some office furniture was purchased to provide additional desk and storage space.

Payment performance

The Board's policy, in line with Government requirements, is to pay a minimum of 95% of its creditors within 30 days, with a target of achieving a 100% payment rate within 30 days. During 2008/09 97% (99% in 2007/08) of all invoices were paid within the target period.

Audit

Internal audit services are provided by the Ministry of Justice Internal Audit Division and in 2008/09 the amount charged for these services was £14,663. This included the provision of 30 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 of the Comptroller and

Auditor General to the House of Commons is attached to these Accounts. The Board has accrued for £18,500 in respect of the statutory audit for 2008/09 and £2,000 for auditing information to enable IFRS accounts in future years. 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 she ought to have taken to make herself aware of any relevant audit information, and to establish that the Parole Board's auditors are aware of that information.

Future developments

The Board continues to discuss with its sponsor the need for additional judge resources to enable the Board to hear its caseload.

As noted by the Board's Chairman, the future course of the business will depend upon the results of a forthcoming consultation on the function and nature of the Board. This will include options as to whether the Board becomes a Court or a Tribunal or continues as an NDPB. Which ever option is adopted there is likely to be a considerable change to the shape and direction of the Board.

Corporate governance

The Chairman of the Board at the beginning of the year until 31 May 2008 was Sir Duncan Nichol CBE. The Rt Hon Sir David Latham was appointed as Chairman from 24 February 2009.

The Vice-Chairman of the Board was Mr Justice Butterfield.

The Chief Executive was Christine Glenn.

The full-time salaried members of the Board during 2008/09 were Sarah Lightfoot (Director of Performance and Development) and Martha Blom-Cooper (Director of Quality and Standards).

All details concerning senior staff pay and conditions are included within the Remuneration Report.

Other interests of senior management were as follows:

- Sir Duncan Nichol – Chairman of QC Appointments, Non-Executive Director of Synergy Healthcare PLC and Deltex Medical Plc, Chairman of Clinical Pathology Accreditation (UK) Ltd;
- Christine Glenn – Part-time Immigration Judge, part-time Parking and Traffic Adjudicator; tutor in strategy on Open University MBA programme; Member of Thames Valley Courts Board; Deputy Chair London and High Courts Audit and Risk Management Committee; Trustee on Board of Tomorrow's People.

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

Management Board

In addition to the Chairman, the Vice-Chairman and the Chief Executive the members of the Management Board were:

- Sarah Lightfoot – Director of Performance and Development
- Martha Blom-Cooper-Director of Quality and Standards
- Diana Fulbrook
- Linda McHugh
- Alison Stone
- Robin Lipscombe from May 2008

There were 9 meetings of the Management Board during 2008/09. 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.

Audit and Risk Management Committee

The Board has an Audit and Risk Management Committee, which meets four times a year. The part-time non-executive members of this Committee during 2008/09 were:

- Linda McHugh (Chairman)
- Professor Andrew Rutherford
- Peter Wilshaw
- Cedric Pierce
- Robin Lipscombe from June 2008
- Huw Vaughan-Thomas from June 2008

The terms of reference for the Audit and 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;
- the risk of internal financial 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. 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. The assessor carried out a further assessment during 2008/09 and the Board's accreditation was confirmed in April 2009.

Member and employee involvement

Members were consulted through discussions at the Board's annual conference in April 2008. 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 2009/10. Staff have continued to be involved and informed through regular

meetings with the Chief Executive and other staff meetings including a staff away day. Information on procedures and performance was circulated by means of regular fortnightly communications by email to all staff from the Chief Executive. 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 ethnic origin, religious belief, gender, 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. The Board worked closely with Operation Black Vote during the year on member recruitment. It also published an integrated Equality Action Plan in December 2008 and set up a steering group to take this forward.

Health and safety

The Parole Board is committed to maintaining the standards required by the Health and Safety at Work Act 1974 and other United Kingdom and European regulations relating to the health and safety of its members and staff. The Board has a Health and Safety Officer. A Health and Safety Committee with member and staff involvement met during 2008/09.

Linda Lennon

Chief Executive and Accounting Officer

25 June 2009

The Parole Board for England and Wales

Statement of Parole Board's and Chief Executive's responsibilities

Under Schedule 5 to the Criminal Justice Act 1991, as amended by Schedule 10 to the Criminal Justice and Public Order Act 1994, 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 operating costs and cash flows for the financial year.

In preparing the accounts the Parole Board 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.

As the senior full-time official of the Parole Board, the Chief Executive carries the responsibility of Accounting Officer for the Parole Board. 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.

Statement on Internal Control

Scope of responsibility

As Accounting Officer for the Parole Board, I have responsibility for maintaining a sound system of internal control that supports the achievement of the Parole Board's policies, aims and objectives, set by Ministers, whilst safeguarding the public funds and the Parole Board's assets for which I am personally responsible, in accordance with the responsibilities assigned to me in "Managing Public Money". I am accountable as Accounting Officer for the Parole Board to the Permanent Secretary of State at the Ministry of Justice. The Board's Corporate and Business Plans are approved by Ministers in the Ministry of Justice and performance against those plans is monitored and reviewed at quarterly meetings with the sponsor on behalf of the Secretary of State. I joined the Parole Board as Chief Executive on 14 April 2009. The following statement describes the systems in place during the period from 31 March 2008. I have placed reliance on the previous Chief Executive, who was in post throughout the period, as to the accuracy of the statements made about the period before my appointment. Through my engagement with the business since my appointment, I have obtained a more direct appreciation of the risks to corporate objectives set out in this statement.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of departmental policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Parole Board for the year ended 31 March 2009 and up to the date of approval of the annual report and accounts, and accords with Treasury guidance.

Capacity to handle risk

The Audit and Risk Management Committee provides leadership in risk management within the Parole Board. This Committee assesses risk at each of its quarterly meetings and has a full review of the risk environment each year.

The risk and control framework

During 2008/09 a number of developments have been made to the Parole Board's internal control environment:

- Further embedding of the risk framework throughout the organisation to encompass operational as well as strategic risk.
- Information risk has been fully incorporated into the quarterly assessments of the Audit and Risk Management Committee.
- Risk has been assessed at operational level.
- An information asset register has been compiled and information security procedures have been strengthened.

It is the Board's policy actively to identify and manage the risk to which it is exposed. Risk assessment is a fundamental part of our operational procedures. Risks are allocated to appropriate executive managers. Risk reporting is encouraged and the Parole Board actively manages risk to help meet business and strategic objectives. There is a process of continual risk identification, ensuring the currency of the corporate risk register. Risk avoidance, mitigation or recovery plans are developed and monitored as necessary.

The highly publicised loss of data by a government department during 2007/08 led to an internal security review and a wider review of security policy. As a result of this all laptops used by Board members and staff were encrypted to ensure the security of data in the event of loss. During 2008/09 we have carried out a further security review and developed a set of formal security procedures covering electronic and paper information. Our staff and members have received training in our procedures.

Our management of risk is embedded in policymaking, planning and delivery by:

- dissemination of risk policy and strategy to all members and staff of the Board;
- quarterly assessment of operational risks;

- publication of the risk policy and strategy on the Board's website;
- development and implementation of staff management protocols;
- extensive review and widespread consultation on emerging risks

Assessments made by risk owners on the management of the strategic risks are reported quarterly to both the Audit and Risk Management Committee and the Executive Team. Progress against business plan objectives is monitored on a monthly basis by the Board's sponsor and by the Management Board. These mechanisms are proving to be effective in driving forward initiatives aimed at improved management of the identified risks.

Risk assessment

The annual review of strategic corporate risks was carried out in October 2008 and the resultant risk register was subsequently reviewed by the Board's Audit and Risk Management Committee at its meeting on 18 December 2008. The current top risk priorities for the Parole Board are:

- Inadequate numbers of judges making the Board unable to handle the changing and increasing workload or respond to the change and improvement agenda.
- The financial pressures on the Board due to its caseload.
- The lack of a suitable caseload management system.
- The delay in approving changes to the Parole Board Rules.

The Parole Board system of internal control includes established governance structures to support the risk management framework; and a range of internal control processes to provide management with financial and operational assurance, including:

- The provision and review of regular management information.
- Financial and administrative procedures including delegations of authority and segregation of duties.
- Formal approval by the Management Board of business plans and their regular review against performance.
- Regular reviews by the executive team and Management Board of financial and operational

- reports indicating performance against forecasts.
- Health, Safety and Security risk and assurance processes.
- A Business Continuity Plan.
- An environment whereby both management and staff view the management of risk as an opportunity to manage proactively the risks to the Board's objectives.

Business continuity plan

A business continuity plan was established and tested during 2007/08 to mitigate one of the identified corporate risks. Internal Audit reviewed the plan and attended its testing. Their conclusion was that "the arrangements in place for the Parole Board to continue to operate and respond to interruptions from serious failures or disasters are well controlled."

The Board recognises that it currently depends on the Home Office for the provision of IT. These facilities will continue until new arrangements are made with the Ministry of Justice so that the Board's day to day operations continue to be resourced.

Review of effectiveness

As Accounting Officer, I also have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed both by the work of internal auditors and the executive managers within the organisation who have responsibility for the development and maintenance of the internal control framework, and by comments made by the external auditors in their management letter and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Management Board and the Audit and Risk Management Committee, and a plan to address weaknesses and ensure continuous improvement is in place.

The Audit and Risk Management Committee, which meets four times a year, reports to the Management Board on the implications of assurances provided in respect of risk and control in the Parole Board and the sufficiency of audit arrangements. As Chief Executive and owner of the risk management process, I attend this Committee. The Audit and Risk

Management Committee reviews both the internal and external auditing requirements, the adequacy of the financial systems, risk management, control and governance. The Management Board reviews the Parole Board performance reports and monitors progress against our Business Plan.

Internal Audit

Internal audit services are provided to the Parole Board by the Internal Audit Division in the Ministry of Justice. This operates to standards defined in the Government Internal Audit Standards. The work programme of internal audit is informed by an analysis of the risk to which the Board is exposed. A programme of internal audit work proposed by our internal auditor, based on this analysis of risk, has been endorsed by the Parole Board's Audit and Risk Management Committee and approved by me.

At least annually, Internal Audit (IA) provides me with a report on internal audit activity. The report includes the IA's independent opinion on the adequacy and effectiveness of the Board's system of internal control. The overall opinion of IA reported to me in March 2009 was that "Audit work undertaken during 2008/09 indicates that governance, risk management and control arrangements need to be further strengthened. We acknowledge and are satisfied that appropriate action is being taken by Parole Board Management to reduce risk exposure."

Significant issues

The Board continues to depend on the sponsoring department, the Ministry of Justice, for the provision of accommodation, postage and security.

The Board is operating with the expectation of being called to account by The Public Accounts Committee in the autumn to report on progress following the publication of the PAC report in March 2009.

The Board is now able to report that agreed changes to the Parole Board Rules were implemented from 1 April 2009. (Discussions on these Rules have been taking place since 2006.) The new Rules mean that the Board has more flexibility in dealing with its casework in that it does not need to accede to every request for an oral hearing and that independent members can be trained as Chairs for IPP panels.

The lack of judges to hear lifer and IPP cases restricts the ability of the Board to list all its cases and to reduce its backlog. It is essential for additional resource to be provided in this area and it is hoped that the move to sponsorship by the Ministry of Justice will lead to increases of resource in this area.

In response to the recommendations and actions raised in the NAO report and subsequent PAC hearing (life sentences / indeterminate sentence for public protection), the Parole Board in partnership with the sponsoring unit within MoJ are addressing the points raised. Specifically this includes:

- Improved forecasting in 2009/10 of cases and oral hearings.
- A recruitment campaign for judicial members.
- Adapting procedures for the new Parole Board Rules which came into effect 1 April 2009.
- Training and accrediting non Judicial Chairs to hear IPP cases.
- Introduction of a generic parole process to bind together the separate processes used by different agencies in administering the parole process. As a result a new framework of inter-agency shadow targets has been put together for 2009/10.

The lack of reliable caseload estimates has historically led to difficulties in obtaining the appropriate level of resources for the Board to be able to meet its caseload.

The fundamental cause of the high level of deferred cases experienced by the Board is the poor quality of dossiers the Board receives. There is now in place for 2009/10 an agreed standard of what is required in a dossier. We welcome the new framework of inter-agency shadow targets as part of the response to the points raised at the PAC.

The recent report by the NAO and the subsequent PAC hearing highlighted the difficulties faced by the Board in managing its casework without adequate specialist IT systems for this purpose. The Board is working with its sponsor to deliver such a system by 31 March 2010.

The Board is looking forward to working with the Ministry of Justice in the year ahead.

Linda Lennon

Chief Executive and Accounting Officer

25 June 2009

The Parole Board for England and Wales

Remuneration report

Remuneration policy

The Chairman and the full-time members of the Parole Board are appointed by the Secretary of State for Justice. The Chief Executive was appointed by the Parole Board. The four non-executive members of the Management Board are appointed by the Chairman of the Parole Board.

The Secretary of State determines the remuneration for the Chairman. The remuneration of the Chief Executive, the full-time members and senior managers is linked to the Home Office pay progression policy.

The non-executive members of the Management Board are not salaried. They are fee paid at £186 per day for attendance at meetings. This amount is non-pensionable.

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 Chief Executive, Christine Glenn, was a permanent employee who left on 31 March 2009. The previous Chairman, Sir Duncan Nichol, left on 31 May 2008 and a new Chairman, Sir David Latham, was appointed in February 2009. The Chairman is an office holder on a one year contract. Members are office holders on three year renewable terms. Their remuneration is determined by the Secretary of State.

Tenure arrangements	Tenure expiry date
Duncan Nichol <i>Chairman</i>	31 May 2008
David Latham <i>Chairman from 24 February 2009</i>	31 March 2010
Sarah Lightfoot <i>Full-time member</i>	30 September 2009
Martha Blom-Cooper <i>Full-time member</i>	16 April 2011

The Head of Casework is on an indefinite secondment contract from the Home Office and the Head of Communications and the Head of Operations are permanent employees.

Audited remuneration

	2008/09 Remuneration* Band of £5K	2007/08 Remuneration* Band of £5K
Sir David Latham Chairman from February 2009 <i>Full year equivalent</i>	5-10	0
	75-80	0
Professor Sir Duncan Nichol Chairman until May 2008 <i>Full year equivalent</i>	10-15	80-85
	75-80	80-85
Christine Glenn Chief Executive	95-100	85-90
Sarah Lightfoot Full-time Member	65-70	60-65
Martha Blom-Cooper Full-time Member	55-60	0
Miles Dagnall Head of Operations and Deputy CEO from October 2008 <i>Full year equivalent</i>	30-35	0
	65-70	0
Mervyn Stevens Head of Corporate Affairs until April 2008 <i>Full year equivalent</i>	5-10	55-60
	50-55	55-60
Terry McCarthy Head of Casework	55-60	55-60
Tim Morris Head of Communications	55-60	50-55

* "Remuneration" includes gross annual remuneration, bonuses and any other allowance to the extent that it is subject to UK taxation.

There were no benefits-in-kind provided to any of the above in 2008/09 and 2007/08.

totalled £92,567 (2007/08 £64,155) and he received no pension benefits.

Christine Glenn left under Compulsory Early Retirement Terms on 31 March 2009. She received immediate payment of her pension and associated lump sum plus a compensation payment of £41,683. This amount is not included in the above remuneration as this cost was borne by the Ministry of Justice.

In addition to annual remuneration, non-pensionable bonuses are payable to members of the management team on the same basis as staff bonuses. These are performance related and in all cases were under 5% of salary (2007/08-under 5%).

Peter Grant was employed as an Interim Head of Operations from 26 November 2007 until October 2008. Fees paid to his agency during 2008/09

The former Chief Executive's remuneration for 2008/09 included performance related pay of £8,506 for 2007/08 under a separate arrangement.

The audited pension entitlements of the Chairman, Full-Time Members, Chief Executive and Senior Executives during 2008/09 were as follows:

	Real Increase in pension	Real increase in lump sum	Pension at End Date	Lump sum at End Date	CETV at 31 March 2008	CETV at 31 March 2009	Member contributions and transfers	Real increase in CETV funded by the Board
	Bands of £2,500	Bands of £2,500	Bands of £5,000	Bands of £5,000	£000	£000	To nearest £	£000
D Latham from February 2009	0 - 2.5	0 - 2.5	0 - 5	0 - 5	0	3	277	3
D K Nichol Chairman until May 2008	0 - 2.5	0 - 2.5	0 - 5	0 - 5	78	83	175	6
C Glenn	2.5 - 5	12.5 - 15	10 - 15	15 - 20	135	244	1,251	98
S M Lightfoot	0 - 2.5	0 - 2.5	5 - 10	0 - 5	88	118	2,200	21
M Blom-Cooper	0 - 2.5	0 - 2.5	5 - 10	25 - 30	85	98	834	7
M Dagnall From October 2008	0 - 2.5	0 - 2.5	0 - 5	0 - 5	0	9	1,153	8
M J Stevens until April 2008	0 - 2.5	0 - 2.5	15 - 20	55 - 60	361	363	67	1
T McCarthy	0 - 2.5	0 - 2.5	15 - 20	55 - 60	311	344	836	9
T Morris	5 - 7.5	0 - 2.5	15 - 20	0 - 5	256	283	1,952	9

The Chairman, Full-Time Members and the Chief Executive are all full members of the Principal Civil Service Pension Scheme (PCSPS).

- Columns 6 & 7 of the table above show the member's cash equivalent transfer value (CETV) accrued at the beginning and the end of the reporting period. The final column shows the increase in the CETV effectively funded by the Board. It takes account of the increase in accrued pension due to inflation, contributions paid by the member (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.
- The 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 pension benefits they have 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 CETV figures, and from 2003/04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the PCSPS arrangements and from which the Civil Service Vote has received a transfer payment commensurate to the additional pension liabilities being assumed. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 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.
- The real increase in CETV is effectively the element of the increase in accrued pension funded by the Exchequer. It excludes increases due to inflation and contributions paid by the member and is worked out using 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.

Linda Lennon

Chief Executive and Accounting Officer

25 June 2009

The Parole Board for England and Wales

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

I certify that I have audited the financial statements of the Parole Board for the year ended 31 March 2009 under the Criminal Justice Act 1991, as amended by the Criminal Justice and Public Order Act 1994. These comprise the Operating Cost Statement, the Balance Sheet, the Cash Flow Statement, the Statement of Recognised Gains and Losses 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

The Parole Board and Chief Executive as Accounting Officer are responsible for preparing the Annual Report, which includes the Remuneration Report, and the financial statements in accordance with the Criminal Justice Act 1991 and Public Order Act 1994 and by directions made thereunder by the Secretary of State with the consent of HM Treasury, and for ensuring the regularity of financial transactions. These responsibilities are set out in the Statement of the Parole Board's and Chief Executive's Responsibilities.

My responsibility is to audit the financial statements and the part of the Remuneration Report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Criminal Justice Act 1991 and Public Order Act 1994 and by directions made thereunder by the Secretary of State with the consent of HM Treasury. I report to you whether, in my opinion, the information, which

comprises the Management Commentary, included in the Annual Report is consistent with the financial statements. I also report whether, 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.

In addition, I report to you if the Parole Board has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by HM Treasury regarding remuneration and other transactions is not disclosed.

I review whether the Statement on Internal Control reflects the Parole Board's compliance with HM Treasury's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or form an opinion on the effectiveness of the Parole Board's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. This other information comprises: About the Board, Key Statistics, Chairman's Foreword, Chief Executive's Review of the Year, Diary of the Year 2008/09, Public Accounts Committee, Future landing place, Casework, Quality and standards, Performance and development, Legal challenge, Public confidence, Performance, Statistics, Membership of the Parole Board and the unaudited part of the Remuneration Report. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

Basis of audit opinions

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgments made

by the Parole Board and Accounting Officer in the preparation of the financial statements, and of whether the accounting policies are most appropriate to the Parole Board's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or error, and that 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. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

Opinions

In my opinion:

- the financial statements give a true and fair view, in accordance with the Criminal Justice Act 1991 and Public Order Act 1994 and by directions made thereunder by the Secretary of State with the consent of HM Treasury, of the state of the Parole Board's affairs as at 31 March 2009 and of its net expenditure, recognised gains and losses and cash flows, for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Criminal Justice Act 1991 and Public Order Act 1994 and by directions made thereunder by the Secretary of State with the consent of HM Treasury; and
- information, which comprises the Management Commentary, included within the Annual Report, is consistent with the financial statements.

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.

Report

I have no observations to make on these financial statements.

Amyas C E Morse

Comptroller and Auditor General

National Audit Office
151 Buckingham Palace Road
Victoria
London
SW1W 9SS
29 June 2009

Operating Cost Statement

for the year ended 31 March 2009

	Notes	2008/09	2007/08
Expenditure		£	£
Salaries and wages	3	(6,640,259)	(5,809,143)
Other operating costs	4	(1,921,674)	(1,573,469)
Notional costs	5	(2,422,009)	(2,291,933)
Operating cost		(10,983,942)	(9,674,545)
Interest receivable		18,020	24,809
Cost of capital	1g	1,265	(215)
		(10,964,657)	(9,649,951)
Notional costs reversal		2,422,009	2,291,933
Interest payable to Ministry of Justice for surrender to the Consolidated Fund		(18,020)	(24,809)
Cost of capital reversal		(1,265)	215
Net expenditure for the financial year		(8,561,933)	(7,382,612)

All operations are continuing. The Parole Board has no gains or losses other than the net expenditure for the year, and, therefore, a separate statement of gains and losses is not included.

Recruitment costs were included in the cost of temporary staff in 2007/08 and have been included in operating costs in 2008/09. Comparatives have been restated. There is no effect on total expenditure.

The notes on pages 73 to 82 form part of this account.

Balance Sheet

as at 31 March 2009

	Notes		31 March 2009 £	31 March 2008 £
Fixed Assets				
Tangible assets	6 a		88,199	122,879
Intangible assets	6 b		24,547	31,216
Current Assets				
Debtors	7	42,423		30,939
Cash at bank		214,761		485,217
		257,184		516,156
Creditors				
Amounts falling due within one year	8	(507,039)		(605,427)
Net Current Liabilities			(249,855)	(89,271)
Total Assets Less Liabilities			(137,109)	64,824
Represented By:				
Income and expenditure reserve	11		(175,682)	(19,540)
Capital reserve	11		38,573	84,364
			(137,109)	64,824

The notes on pages 73 to 82 form part of this account.

Linda Lennon

Chief Executive and Accounting Officer

25 June 2009

The Parole Board for England and Wales

Cash Flow Statement

for the year ended 31 March 2009

	Notes	2008/09 £	2007/08 £
Net Cash (Outflow) from operating activities	10.1	(8,593,739)	(7,189,388)
Financing	10.2	8,360,000	7,500,000
		(233,739)	310,612
Capital Expenditure			
Purchase of tangible and intangible fixed assets	6a-6b	(36,717)	(56,259)
(Decrease)/Increase In Cash		(270,456)	254,353
Cash at Beginning of Year		485,217	230,864
Cash at End of Year		214,761	485,217

The notes on pages 73 to 82 form part of this account.

All operations are continuing. The Parole Board has no gains or losses other than the net expenditure for the year, and, therefore, a separate statement of recognised gains and losses is not included.

Notes to the Accounts

1. Accounting Policies

a) Accounting conventions

This account has been prepared in a form directed by the Secretary of State for the Ministry of Justice with the approval of the Treasury in accordance with the Criminal Justice Act 1991, as amended by the Criminal Justice and Public Order Act 1994.

The account is prepared using the historical cost convention. 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

The Government Financial Reporting Manual (FReM) requires Non-Departmental Public Bodies (NDPBs) to account for grants and grants in aid received for revenue purposes 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.

c) Fixed assets

Tangible and intangible fixed assets are capitalised when the original purchase price is £1,000 or over and they are held for use on an ongoing basis. Fixed assets are shown at depreciated historical cost as a proxy for fair value of short life assets. Fixed assets are not revalued as all classes are short life assets.

d) Depreciation and amortisation

- Information Technology & Equipment: Depreciation is provided on a straight line basis, at rates calculated to write off the purchase costs over 3 years.
- 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.

e) Stocks

The Board holds stocks of stationery etc. The Board considers the net realisable value of these items to be immaterial and that it would not be appropriate to reflect them in the Balance Sheet. Purchases of consumable items are therefore charged to the income and expenditure account when purchased.

f) 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. There is a separate scheme statement for the PCSPS as a whole.

g) Cost of capital

The notional charge has been calculated at HM Treasury's standard rate of 3.5 per cent on the average of the net balance sheet assets for the year.

h) Notional costs

The Ministry of Justice provides the Board with accommodation, the services of serving judges, facilities management and postage. NOMS provides the cost of legal representation. Such services are charged as notional costs in the Operating Cost Statement to report the full cost of the Board's operations and then reversed.

i) Value Added Tax

The Parole Board is not eligible to register for VAT and all costs are shown inclusive of VAT and fixed assets are capitalised at the VAT inclusive figure.

j) Capital grant-in-aid

Capital grant-in-aid is credited to a capital grant reserve where the grant is attributable to specific fixed assets. As the fixed assets funded by the reserve are depreciated a sum equal to depreciation is released from the capital reserve.

	2008/09 £	2007/08 £
2. Income		
Grant-in-aid received from sponsoring department	8,360,000	7,500,000

As noted in accounting policy 1b income is credited to reserves (note 11).

	2008/09 £	2007/08 £
3. Employment Costs		
a)		
Chairman & full-time Board members		
Remuneration	243,910	229,520
Pension contributions	52,516	49,563
National insurance contributions	25,497	25,464
	321,923	304,547
Part-time Board members		
Fees	2,682,273	2,454,587
National insurance contributions on fees	271,560	241,785
	2,953,833	2,696,372
Secretariat staff (Includes seconded staff)		
Salaries and wages, including overtime	1,906,488	1,750,585
Pension contributions	346,699	315,125
Employer's national insurance contributions	146,737	129,304
	2,399,924	2,195,014
Agency staff	964,579	613,210
Total	6,640,259	5,809,143

Recruitment costs were included in the cost of temporary staff in 2007/08. Comparatives have been restated. There is no effect on total expenditure.

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:

	2008/2009				2007/08 Total
	Employed	Seconded*	Agency	2008/09 Total	
Management	7	3	1	11	12
Casework	42	15	15	72	69
Secretarial/administrative support	7	2	3	12	15
Total	56	20	19	95	96

* The seconded Secretariat staff are Civil Servants on loan to the Board from the Home Office and they are covered by the Principal Civil Service Pension Scheme (PCSPS).

c) The pension entitlements and remuneration of the Chairman, the Full-Time Member, the Chief Executive and Senior Executives during 2008/09 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 2008/09, contributions of £399,215 were payable by the Board to the PCSPS (2007/08 £364,688) at one of four rates in the range 17.1% to 25.5% of pensionable pay (17.1% to 25.5% in 07/08), based on remuneration bands. The salary bands to which these rates apply will be revalued each year. 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.

From 1 October 2002, civil servants may be in one of four statutory based "final salary" defined benefit schemes (classic, premium, classic plus and nuvos). 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 up to a maximum of 3/80ths of final pensionable earnings for each year of service or 2.25 times pension if greater (the commutation rate is £12 of lump sum for each £1 of pension given up). 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. 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 are increased in line with the Retail Prices 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.

e) The emoluments (non-pensionable) of the highest paid part-time Board Member were £83,334 (2007/08 - £90,039)

	2008/09 No	2007/08 No
Not exceeding £5,000	75	42
5,000 - 9,999	25	37
10,000 - 14,999	23	24
15,000 - 19,999	20	23
20,000 - 24,999	15	13
25,000 - 29,999	10	8
30,000 - 34,999	2	5
35,000 - 39,999	7	2
40,000 - 44,999	1	1
45,000 - 49,999	2	3
50,000 - 54,999	2	4
55,000 - 59,999	1	1
60,000 - 64,999	3	1
65,000 - 69,999	1	1
70,000 - 74,999	1	-
80,000 - 84,999	2	-
90,000 - 94,999	-	1
Total	190	166

4) Other Operating Costs

	2008/09 £	2007/08 £
Travel and subsistence	811,494	821,564
Recruitment costs	93,523	43,991
Stationery and printing	239,358	254,644
Professional fees	131,167	91,376
Members training	52,927	109,522
Staff training	40,569	58,842
Depreciation and amortisation	77,761	67,653
Fixed asset write off	305	-
Audit fees		
-external audit (NAO)	18,500	17,000
-external audit of IFRS	2,000	-
-internal audit	14,663	14,629
Information technology costs	382,649	34,164
Web site	1,222	29,443
Miscellaneous costs	55,536	30,641
Total	1,921,674	1,573,469

Recruitment costs were included in the cost of temporary staff in 2007/08. Comparatives have been restated. There is no effect on total expenditure. The cost of auditing information prepared to enable IFRS accounts in future years has been shown separately.

5) Notional Costs

Notional costs reflect the costs incurred by NOMS in respect of the following services provided to the Board at nil cost.

	2008/09 £	2007/08 £
Accommodation and other common services	998,167	1,031,871
IT and telecoms	-	305,561
Postage	116,450	75,000
Casework legal costs	1,307,392	879,501
Total	2,422,009	2,291,933

6a) Tangible Fixed Assets

	Furniture £	Information Technology £	Total £
Cost			
At start of prior year	27,483	155,064	182,547
Additions in prior year	40,141	6,117	46,258
At start of year	67,624	161,181	228,805
Additions	11,611	12,059	23,670
Write-off	-	(527)	(527)
At end of year-31 March 2009	79,235	172,713	251,948
Accumulated depreciation			
At start of prior year	12,291	41,013	53,304
Charge for the prior year	8,335	44,287	52,622
At start of year	20,626	85,300	105,926
Charge for the year	12,924	45,177	58,101
Depreciation on write-off	-	(278)	(278)
At end of year-31 March 2009	33,550	130,199	163,749
Net book value at end of year-31 March 2009	45,685	42,514	88,199
Net book value at start of year	46,998	75,881	122,879
Net book value at start of prior year	15,192	114,051	129,243

Intangible fixed assets are recorded as a separate class of assets.

6b) Intangible Fixed Assets

	Information Technology £
Cost	
At start of prior year	54,921
Additions in prior year	10,001
At start of year	64,922
Additions	13,047
Write-off	(119)
At end of year-31 March 2009	77,850
Accumulated depreciation	
At start of prior year	18,675
Charge for the prior year	15,031
At start of year	33,706
Charge for the year	19,660
Depreciation on write-off	(63)
At end of year-31 March 2009	53,303
Net book value at end of year-31 March 2009	24,547
Net book value at start of year	31,216
Net book value at start of prior year	36,246

7) Debtors: Amounts Falling Due Within One Year

	31 March 2009 £	31 March 2008 £
Staff debtors	11,528	13,011
Government debtors	10,910	6,774
Prepayments	19,985	11,154
Total	42,423	30,939

8) Creditors: Amounts Falling Due Within One Year

	31 March 2009 £	31 March 2008 £
Members payroll	190,837	236,926
Tax and social security	84,425	93,290
Trade creditors	114,679	81,051
Accruals	117,098	161,414
Government creditors	-	32,746
Total	507,039	605,427

9) Intra – Government Balances

	31 March 2009 Debtors: amounts falling due within one year £	31 March 2009 Creditors: amounts falling due within one year £	31 March 2008 Debtors: amounts falling due within one year £	31 March 2008 Creditors: amounts falling due within one year £
Balance with HMRC	-	84,425	-	93,290
Balances with other central government bodies	10,910	-	6,774	32,746
Balances with bodies external to government	31,513	422,614	24,165	479,391
At 31 March 2009	42,423	507,039	30,939	605,427

10) Reconciliation of Operating Deficit to Net Cash Outflow from Operating Activities

	2008/09 £	2007/08 £
10.1 Net expenditure for the year	(8,561,933)	(7,382,612)
Depreciation and amortisation	78,066	67,653
(Increase)/decrease in debtors	(11,484)	18,165
(Decrease)/increase in creditors	(98,388)	107,406
Net cash outflow from operating activities	(8,593,739)	(7,189,388)

	2008/09 £	2007/08 £
10.2 Analysis of financing		
Grant-in-Aid received from Ministry of Justice	8,360,000	7,500,000
Capital grant-in-Aid received	-	-
Total grant-in-Aid	8,360,000	7,500,000

11) Movement on Reserves 2008/9

	General Reserve £	Capital Reserve £	Total 2008/9 £	Total 2007/8 £
Reserves at start of year	(19,540)	84,364	64,824	(52,564)
Net expenditure	(8,561,933)	-	(8,561,933)	(7,382,612)
Grant-in-aid received towards expenditure	8,360,000	-	8,360,000	7,500,000
Transfer to fund depreciation	45,791	(45,791)	-	-
Balance at end of year	(175,682)	38,573	137,109	64,824

As stated in accounting policy 1b grant-in-aid is credited to the General Reserve. Under the previous accounting policy adopted up to 2005/06 the results would have been stated as follows-

	Total 2008/9 £	Total 2007/8 £
Grant-in-aid	8,360,000	7,500,000
Expenditure	(8,561,933)	(7,382,612)
Transfer from capital reserve	45,791	46,703
(Deficit)/surplus for the financial year	(156,142)	164,091

12) Related Party Transactions

The Parole Board is an Executive Non-Departmental Public Body sponsored by the Access to Justice Group in the Ministry of Justice. The Ministry of Justice, the National Offender Management Service and the Home Office are regarded as related parties. During the year, the Parole Board had significant material transactions with NOMS which provided accommodation, the services of serving judges and postage. The Home Office provided secondment of some staff and some limited personnel functions, facilities management, IT and telecommunications. NOMS provided the cost of legal representation. The Board's financing was provided by the Ministry of Justice.

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.

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 was informed in a letter dated 6th September 2006 from "Liberty" (The National Council for Civil Liberties) that they have been instructed to act for Vera Bryant, the mother of Naomi Bryant who was murdered by Anthony Rice. They have been instructed to bring proceedings against the Parole Board and the National Offender Management Service in order to seek declaratory relief and damages.

15) Post Balance Sheet Events

No post balance sheet events have occurred in the period since the year end until the signing of the Certificate and Report which require disclosure in these financial statements.

16) Financial Targets

There were no key financial targets for the Parole Board.

17) Losses and Special Payments

No exceptional kinds of expenditure such as losses and special payments that required separate disclosure because of their nature or amount were incurred.

A man with glasses, wearing a white dress shirt and a dark red patterned tie, is seated at a desk. He is looking down at a stack of papers, with his hands resting on them. The background is slightly blurred, showing what appears to be an office environment with a window and some papers on a shelf.

**Membership of the
Parole Board between
1 April 08 and
31 March 09**

Sir Duncan Nichol CBE

Chairman from March 2004 to May 2008. Chief Executive of the NHS from 1989 to 94. Non-Executive Director of the Correctional Services Strategy Board (2002 -). Chairman of the Correctional Services Accreditation Panel for Offending Behaviour Programmes. A Commissioner for Judicial Appointments (2002 -).

The Rt Hon Sir David Latham

Chairman 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).

The Hon Mr Justice Neil Butterfield

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

Lindsay Addyman JP

Former Assistant Prisons' Ombudsman. Member, Home Secretary's Advisory Board on Restricted Patients. Chairman, IMB, HMP Full Sutton. Part-time independent member, 1987-91. Full-time member, 1992-1998. (Appointed July 2000)

Dr Tunde Akinkunmi MB, LL.M, MRCPsych

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

Dr Michael Alcock BSc, MB, BS, MRC

Consultant Forensic Psychiatrist, Marlborough House Regional Secure Unit, Buckinghamshire Mental Health NHS Trust. (Appointed July 2002)

Dr John Baird MD, F.R.C.Psych

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

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 September 2001, reappointed July 2007)

Fiona Barrie

Solicitor. Part-time member of the Mental Health Review Tribunal. Deputy District Judge (Magistrates' Courts). (Appointed July 2003)

Arnold Barrow

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

His Hon Judge Keith Bassingthwaite

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 July 2004)

His Hon Judge John Beashel DL

Retired Circuit Judge October 2008. (Appointed July 2007)

His Hon Judge Peter Benson

Circuit Judge, Bradford Crown Court. (Appointed July 2003)

His Hon 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 Hon Judge Inigo Bing

Circuit Judge, Snaresbrook Crown Court (since 2000). Former Metropolitan Stipendiary Magistrate (1989-2000). (Appointed July 2002)

His Hon Judge Peter Birts QC

Circuit Judge, Snaresbrook Crown Court (since 2005). Legal Member, Mental Health Review Tribunal (since 1994). (Appointed July 2006)

Dr Dawn Black MSc, MD, FRCPsych

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

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

Full-time member. Director of Quality and Standards. Chartered Psychologist and previously senior manager

in HM Prison Service (Appointed April 2008)

Dr Linda Blud BSc(Hons), PhD, C Psychol

Chartered Forensic Psychologist. Director, LMB Consultancy, Ltd. (Appointed July 2004)

Maggie Blyth BA (Hons), MA (Ed)

Former Senior Civil Servant and adviser to National Youth Justice Board. Independent Chair, Nottingham YOT Management Board. Independent youth justice adviser. (Appointed July 2005)

Carol Bond BSc (Hons), MSc, C Psychol, AFBpS

Senior Lecturer, University of Bolton. Formerly, Head of Psychology, Churchill Gisburn Clinic, Gisburn and North West Area Psychologist, HM Prison Service. (Appointed July 2005)

Nigel Bonson MA (Exon)

Former Chief Inspector, Greater Manchester Police. Trainer, facilitator and Local Improvement Advisor for Government, specialising in safer, stronger communities and leadership and partnership development. (Appointed July 2005)

Mary Bowden

Hon Curate, Christ Church, Gipsy Hill. Formerly Director, Home Office Immigration & Asylum Appeals. Regional Director, Greater London Magistrates' Courts Authority. (Appointed July 2006)

Louise Bowers BA, MSc, C Psychol, Csci, AFBpS

Chartered Forensic Psychologist and Associate Fellow of the British Psychological Society. Formerly Principal Forensic Psychologist, HM Prison Service and South West London & St George's Mental Health NHS Trust. Currently working in private practice. (Appointed July 2003)

His Hon Judge Geoffrey Breen

Metropolitan Stipendiary Magistrate (1986-2000). Circuit Judge (since 2000). Legal Member, Mental Health Review Tribunal (since 2005). (Appointed July 2007)

His Hon Judge Mark Brown

Circuit Judge, Liverpool Crown Court. (Appointed July 2003)

Dr Phil Brown MB, BS, M.R.C.Psych

Consultant Forensic Psychiatrist, The Hatton Centre, St. Luke's Hospital, Middlesbrough. (Appointed July 2008)

His Hon Judge Robert Brown

Circuit Judge, Preston Crown Court (1988). (Appointed July 2008).

His Hon Judge David Bryant

Barrister, Leeds (1964-89). Circuit Judge, Teeside (since 1989). Designated Family Judge Member, Teeside Probation Board. (Appointed July 2007)

Laura Buckley

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

Graham Bull

Solicitor (non-practising). Former Corporate Director, Norfolk District Council. Chair, Norfolk Probation Board. (Appointed July 2006)

His Hon Judge Jeffrey Burke BA, QC

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

His Hon Judge Michael Burr

Circuit Judge, Swansea Crown Court. (Appointed July 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 July 2007)

Margaret Carey MBE

Founder Director, Inside Out Trust. Chair, Board of Circles UK. Board Member, Restorative Justice Consortium. (Appointed July 2003)

John Chandler CBE, C Eng, FRAeS

Former Royal Air Force Officer. Currently Director of Care and Support, PSP Association and Trustee Officers' Association. (Appointed July 2005)

His Hon Judge Peter Charlesworth

Retired Circuit Judge. North-Eastern Circuit, based at Leeds Crown Court. (Appointed July 2005)

Dr Barry Chipchase MB, ChB, MRC Psych, MBA

Consultant in Adolescent Psychiatry, Newcastle General Hospital. (Appointed July 2002)

Dr Derek Chiswick MB, ChB, Mphil, FRC Psych

Consultant Forensic Psychiatrist and Honorary Senior Lecturer, Ty Llywelyn Medium Secure Unit. (Appointed March 2006)

Alison Clark

Solicitor (non-practising). Former Head of Criminal Justice Unit, Durham Crown Prosecution Service. Board Member, Northumbria Probation Service. (Appointed July 2006)

Ian Clewlow BA (Hons), MSW

Director of Operations, Devon & Cornwall Probation Area. Former Assistant Chief Officer, Devon Probation Service. Former Senior Probation Officer, South Yorkshire Probation Service. (Appointed July 2007)

His Hon Judge Gerry Clifton

Circuit Judge, Liverpool Combined Court & Central Criminal Court (1992). (Appointed July 2004)

Louise Coates BSc (Hons), MSc, Cpsychol, CSC

Chartered Forensic Psychologist, Essex Forensic Mental Health Services. Former Head of Adolescent Forensic Psychology, Essex Youth Offending Service. Former Area Principal Psychologist, HM Prison Service. Also in private practice. (Appointed July 2007)

His Hon Judge Nick Coleman

Circuit Judge (1998). Resident Judge, Peterborough Combined Court (June 2001). (Appointed July 2004)

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, Legal Complaints Service. Board member, Energy Saving Trust. (Appointed July 2005)

Dr Rosemarie Cope MB, ChB, FRC Psych

Consultant Forensic Psychiatrist. Former Clinical Director, Forensic Directorate, Birmingham & Solihull Mental Health NHS Trust. (Appointed March 2006)

His Hon Judge Graham Cottle

Circuit Judge. (Appointed July 2002) (Left September 2008)

Dr Paul Courtney MRC Psych

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

His Hon Judge Gareth Cowling

Circuit Judge, Portsmouth Crown Court (2004). (Appointed July 2007)

Sue Dale BA (Hons), MA, CTA, JP

Former investment banker. Director, Capital Markets. (Appointed July 2007)

Dr Lynne Daly MA, MB, BChir, MRCPsych

Consultant Adolescent Forensic Psychiatrist and Service Director, Young Persons' Directorate, Greater Manchester West NHS Foundation Trust. (Appointed July 2008)

Malcolm Davidson BA (Hons), BSc, MSc

Probation Officer, National Probation Service, North Yorkshire. (Appointed July 2005)

Sue Davies

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

Jo Dobry

Barrister and journalist. Former member of the Police Complaints Authority and BBC Radio 4 producer. (Appointed September 2001) (Left December 2008)

His Hon Judge Paul Dodgson

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

His Hon Judge Fabyan Evans

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

Kim Evans OBE

Cultural broker. Formerly Executive Director, Arts Council, England. Head of Music and Art, BBC. (Appointed July 2006)

Rick Evans

Former Senior Civil Servant. Chartered Occupational Psychologist and part-time management consultant. (Appointed July 2005)

Simon Evans LLB

Solicitor (non-practising). Criminal Justice Consultant. Deputy Traffic Commissioner. Member, Lancashire Probation Board. Former Area Director, HM Court Service, Cumbria. Former Justices' Clerk, Barrow-in-Furness & East Cumbria. (Appointed July 2007)

His Hon Judge Esmond Faulks

Circuit Judge, Newcastle upon Tyne. (Appointed July 2002) (Left September 2008)

Dr Matthew Fiander

Honorary Senior Lecturer in Forensic Mental Health, St George's, University of London. Lay Member, First-tier Tribunal (Health, Education and Social Care Chamber). (Appointed July 2002)

His Hon Judge Peter Fingret

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

Sian Flynn

Freelance fundraising consultant. Trustee, National Network for the Arts in Health. Trustee, Youth Music Theatre UK. Former Chairman, Ashford and St Peter's NHS Trust. (Appointed July 2005)

His Hon Judge Paul Focke QC

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

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

Chartered Forensic Psychologist in private practice. Former Principal Psychologist with HM Prison Service and Home Office. (Appointed July 2006)

Diana Fulbrook

Chief Officer, Wiltshire Probation Area. (Appointed September 2001, reappointed July 2007)

Professor Liz Gilchrist MA, MPhil, PhD

Chartered Forensic Psychologist. Reader in

& 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 July 2004)

His Hon Judge David Griffiths

Circuit Judge. (Appointed July 2005)

Professor John Gunn

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 March 2006)

Her Hon Judge Carol Hagen

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

James Haines MBE

Former College Principal. Research Consultant, International Centre for Prison Studies, King's College London. Chair IMB, HMP Wymott. Editor, IMB News. (Appointed July 2006)

Dr Morgan Haldane

Consultant Psychiatrist, South London and Maudsley NHS Foundation Trust. Lecturer, Institute of Psychiatry, London. (Appointed July 2008)

Dr Robert Halsey BSc, D Clin Psy, C Psychol

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

Alan Harris

Solicitor. Member of the Association of Personal Injury Lawyers. (Appointed July 2006)

His Hon Judge Gareth Hawkesworth

Called to the Bar, 1972. Member of Gray's Inn. Practiced at Fenner Chambers, Cambridge (1974-99). Appointed to the Circuit Bench (1999). (Appointed September 2001)

Peter Haynes

Former Assistant Chief Officer, Sussex Probation Area. Performance Advisor, Office of Criminal Justice Reform. (Appointed July 2006)

His Hon Judge Philip Head

Circuit Judge, Leicester Crown Court (2004). (Appointed July 2006)

Matthew Henson BA MSc, PgD, Adv Dip Ex Psych

Psychotherapist in private practice. (Appointed July 2005)

Debbie Hill

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

Lesley Hilton

Former Lecturer, Training Consultant. Ex-Councillor London Borough of Redbridge. Former Chair London Ecology Committee. Vice Chair of Redbridge Racial Equality Council. Director, Hilton & Hilton Ltd (Appointed August 1998) (Left September 2008)

Her Hon Judge Estella Hindley QC

Birmingham Crown and County Courts. (Appointed August 1998)

Julia Holman

Solicitor. Tribunal Judge, First Tier Tribunal, Mental Health. (Appointed July 2002)

Jo Homewood CPsychol, MSc, BA

East London Foundation NHS Trust. (Appointed July 2008)

Liz Housden

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

Trevor Hoyland

Former Detective Superintendent, South Yorkshire Police. (Appointed July 2002)

Her Hon Judge Judith Hughes QC

Barrister (1974). Bencher, Inner Temple (1994). QC (1994). Circuit Judge, South East Circuit (2001). (Appointed July 2002)

His Hon Judge Merfyn Hughes QC

Circuit Judge, Wales and Chester Circuit. Legal Member, Mental Health Review Tribunal. (Appointed July 2004)

John Jackson MA, FCIS

Former Clerk to the Governors, Dulwich College. Former Company Secretary, British Gas Plc. Member of Solicitors Disciplinary Tribunal and CIPFA Disciplinary Committee. Former member, IMB HMP Highdown. (Appointed July 2005)

Kyrie James BA, MA, M Phil (Cantab)

Solicitor-Advocate (non-practising). Former full time legal member (2003-06). Immigration Judge at the Asylum and Immigration Tribunal. Member of the Air Travel Insolvency Protection Advisory Committee. Director of the Council for the Registration of Forensic Practitioners and Consultant to Penal Reform International. (Appointed September 2003) (Left July 2008)

Pat Johnson

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

His Hon Judge Geoffrey Kamil CBE

Circuit Judge, Bradford Crown Court and Leeds Civil Hearing Centre. Member, Judicial Studies Board Equal Treatment Advisory Committee & Family Committee. Lead Diversity & Community Liaison Judge and Member, The Law Society Equality & Diversity Committee. (Appointed July 2000)

Mary Kane

Solicitor. Legal Member, Appraiser & Mentor, Mental Health Review Tribunal. Legal Member, Special Educational Needs & Disability Tribunal. Family Mediator. Deputy Traffic Commissioner. Legal member, Postgraduate Medical Education & Training Appeal Board. (Appointed July 1996, reappointed July 2007)

Dr Adarsh Kaul MB BS, MRC Psych, MA(Crimin)

Consultant Forensic Psychiatrist, Nottinghamshire Community Forensic Service. Medical Member Mental Health Review Tribunal. (Appointed September 2001) (Left December 2008)

Andrew Keen

Solicitor. Legal Member of the Mental Health Review Tribunal. (Appointed July 2003)

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

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

Sue Kesteven BA (Hons)

Lay Member, Mental Health Review Tribunal. (Appointed July 2007)

Assia King

Member of Appeals Service. Voluntary sector background working with a variety of social issue based organisations. (Appointed August 1998) (Left September 2008)

Martin King JP, BA, DMS

Civil servant, HM Courts Service (1973). JP, Sussex Bench (1990). (Appointed July 2007)

Professor Dora Kohen MD, FRCPsych

Consultant psychiatrist and Professor of Clinical Psychiatry. (Appointed July 2006)

Dr Sian Koppel

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

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

Consultant Forensic Psychiatrist, Oxford Clinical Regional Secure Unit. (Appointed March 2006)

His Hon 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)

Sarah Lightfoot

Full-time Member and Director of Performance and Development. Previously Management Consultant. (Appointed September 2003)

His Hon Judge Crawford Lindsay

Retired Circuit Judge. (Appointed July 2008)

Robin Lipscombe JP

Magistrate, North Herts Bench (Supplemental List). Former Chair Hertfordshire Probation Board, former Chair North Herts Police Community Partnership and former Vice Chair Hertfordshire Police Authority. (Appointed July 2000, reappointed July 2007)

Dr George Lodge BSc, MRCS, LRCP, MB, BS, DPM, MRCPsych

Consultant Psychiatrist, General Medical Council. (Appointed July 2008)

Rachael Loveridge

Former Senior Probation Officer, National Probation Service for England & Wales (Hampshire Area). (Appointed July 2003)

Sue Lytton

Children's Guardian. Former Probation Officer. Lay Member, Mental Health Review Trust. Independent Practitioner, Family Proceedings Courts. (Appointed July 2005)

The Hon Mr Justice Colin Mackay

High Court Judge. (Appointed July 2005)

Rob Mandley MSc, MA

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

Bill Mayne

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

Linda McHugh

Management Consultant. Vice-Chair, Community Housing Group. Trustee, Nacro. Board Member, NCE. Trustee, Westminster Amalgamated Charity. (Appointed July 2002)

His Hon Judge Christopher Metcalf

Circuit Judge. (Appointed July 2001)

Melanie Millar BA (Hons), MSc, MSW

Chief Officer, Thames Valley Probation Area.
(Appointed July 2007)

His Hon Judge John Milmo QC

Circuit Judge. (Appointed July 2005)

Andrew Mimmack

Barrister, Justices' Clerk since 1984. Past President of the Justices' Clerks' Society. (Appointed July 2006)

Clare Mitchell

Formerly with the Department of Social Security. Social Development Consultant. Civil Service Selection Board Assessor. (Appointed July 2005)

His Hon 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). (Appointed July 2003)

Dr Caryl Morgan

Consultant psychiatrist in forensic learning disabilities. (Appointed July 2007)

Heather Morgan

Solicitor. Tribunal Judge, Mental Health cases. Chairman, Exeter Community Initiatives. Member, Central Devon Advisory Committee on Justices of the Peace. (Appointed July 1999)

His Hon Judge Ronald Moss

Metropolitan Stipendary Magistrate (1984-93). Circuit Judge (1993), presently at Harrow Crown Court. (Appointed July 2006)

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 July 2005)

Mr David Mylan

Solicitor. Part-time Legal Member MHRT. Law Society Assessor for MHRT Panel Membership. (Appointed September 2001) (Left December 2008)

Paul Nicholson JP

Magistrate, City of Newcastle upon Tyne. Former Chairman Thames Valley Magistrates' Courts Service. Deputy Chairman, Key Holdings PLC. (Appointed July 2000)

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

Interim Medical Director, Herefordshire PCT. (Appointed July 2008)

Glyn Oldfield

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

Tanya Ossack

Barrister. Formerly Government Information Officer. (Appointed July 2003)

Sarah Page

Barrister. Head of Legal Services for the Nursing and Midwifery Council. (Appointed in July 2003)

Graham Park CBE

Solicitor. Former senior partner in private practice. Member, Criminal Injuries Compensation Appeals Panel. Legal Member, Mental Health Review Tribunal. Tribunal Judge. (Appointed July 2003)

Barbara Parn

Assistant Chief Officer, Warwickshire Probation Area (2000-04). Currently seconded to NOMS as a Project Manager in the NOMIS programme. (Appointed July 2003)

Nick Paul

Barrister. Deputy District Judge. Fee-paid Immigration Judge and Mediator. (Appointed July 2006)

Professor Bob Peckitt FRSM, MRC, Psych DCB, Psych LLM, M BILD, MRCGP, MRCS, D Crim, JS, DCH, DRCOG, DFFP

Consultant Forensic Psychiatrist, Springfield University Hospital and Visiting Professor, of Forensic Psychiatry, University of Lincoln. (Appointed March 2006) (Left January 2009)

Cedric Pierce JP

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

Mr Colin Pinfold

Probation Improvement and Development Manager, Performance and Improvement Directorate, National Offender Management Service. (Appointed July 2005) (Left April 2008)

The Hon Mr Justice Christopher Pitchers

Retired High Court Judge. (Appointed July 2005)

His Hon Judge Stephen Powles QC

Mediator appointed to Circuit Bench December 2005, sitting at Isleworth Crown Court. (Appointed July 2006)

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 (20020. (Appointed September 1997, reappointed July 2005)

Emma Pusill BA (Hons)

Extensive post-graduate commercial experience gained in marketing and business development. Community involvement developing local community enterprises. International Baccalauriate – UWC Canada. (Appointed July 2006)

Tony Raban MA, MBA

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

Malcolm Rae OBE, FRCN

Former Nursing Officer Mental Health and Forensic Psychiatry, Department of Health. (Appointed July 2002)

Alan Rayner BSc, MBA, JP

Retired Assistant Area Commander Greater Manchester Fire Service. Magistrate, Stockport Bench. Non-executive Board Member, Greater Manchester Probation Service. (Appointed July 2006)

His Hon 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 July 2006)

Jon Roberts MA, BSc ECON

Mental Health Solicitor. Associate Lecturer, Open University. Disability Qualified Panel Member, Tribunals Service. Registration /Conduct Committee Member, General Social Care Council. (Appointed July 2007)

His Hon Judge Mervyn Roberts

Circuit Judge, South Eastern Circuit (1999). Member Criminal Injuries Compensation Board (1996-1999). (Appointed July 2002)

Andrew Rutherford

Emeritus Professor of Law and Criminal Policy, University of Southampton. (Appointed September 2001) (Left December 2008)

Deep Sagar

Management consultant. Chair of Hertfordshire Probation Board and South West Reducing Re-offending Partnership. (Appointed July 2007)

Dr Gwyneth Sampson MB, ChB, DPM, FRC Psych

Consultant Psychiatrist. Medical Member Mental Health Review Tribunal. (Appointed July 2002)

Peter Sampson

Former Chief Probation Officer, South Wales; Avon; Gwent (1993-2003). Vice-Chair Gwent Healthcare NHS Trust. (Appointed July 2005)

His Hon Judge John Samuels QC

Retired Circuit Judge. Member, Criminal Sub-Committee, Council of Circuit Judges (Chair 2002-06). Crown Court representative, National Sentencer Probation Forum. Chair, Prisoners' Education Trust. Trustee, Howard League & Centre for Crime & Justice Studies. (Appointed July 2005)

Dr Heather Scott

Non-Executive Board Member, Durham and Chester-le-Street Primary Care Trust. Former Principal Lecturer/Programme Director, Community Safety,

Northumbria University. (Appointed July 2005)

His Hon John Sessions

Officer in the Royal Navy 1959-1981. Circuit Judge from 1992 to 2007, SE Circuit. Judge Advocate of the Fleet from 1995 to 2007. (Appointed July 2005) (Left September 2008)

Dr Kishore Seewoonarain MD France, F.R.C.Psych

Consultant Forensic Psychiatrist and Clinical Director, Essex Forensic Mental Health Services. Governor (Staff), South Essex Partnership NHS Foundation Trust. Director, Medico-Legal Reports. (Appointed July 2008)

Dr Shubhinder Shergill MBBS, BSc(Hons), MRCPsych

Consultant Psychiatrist in Forensic Learning Disabilities, Eric Shepherd Medium Secure Unit, Abbott's Langley, Hertfordshire. (Appointed July 2007)

Dr Alan Smith BSc(Hons), MB, Ch B, M Phil, MRC Psych

Consultant Forensic Psychiatrist, Addenbrooke's Hospital, Cambridge. (Appointed July 2002)

Susan Smith

Former Journalist and Communications Director. Independent Complaints Investigator, Social Care. Non-executive Director in the NHS. (Appointed July 2005)

His Hon Judge James Spencer QC

Circuit Judge, Leeds and Bradford. (Appointed July 2002)

Elizabeth Stafford

Chief Officer, Warwickshire Probation Area, since 2001. (Appointed July 2006) (Left October 2008)

Alison Stone

Former local authority Chief Executive. Former Chair, Plymouth Community Safety Partnership. Drug Action Team and Youth Offending Team. Solicitor (non-practising). (Appointed July 2003)

Carol Swaffer LLB

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

sector. (Appointed July 2005)

Barbara Swyer

Senior Commissioning Manager, South East Region, seconded from Hampshire Probation Area. Former Acting Chief Officer and Director of Commissioning, Hampshire, following a career that includes working for the Probation Service, Health and Social Services. (Appointed July 2003)

Kay Terry

Victim Support and Witness Service Consultant. Former Social Policy Researcher and author. Board Member, Wiltshire Probation Service. (Appointed July 2002)

Elana Tessler

Former Senior Probation Officer, National Probation Service, Dorset. Lay Associate Member, the General Medical Council. Independent member (reserve), Standards Committee, Weymouth and Portland Borough Council. (Appointed July 2005)

Tony Thake JP

Local community leader and magistrate. Independent consultant in substance misuse, mental health and other policies and strategies. (Appointed July 2005)

Huw Vaughan Thomas BA, MSc

Former Local Authority Chief Executive – Gwynedd & Denbighshire. Director, Taro Consultancy Ltd. Board Member, Hearing Aid Council. Wales Chair & Board Member, Big Lottery Fund. (Appointed July 2005)

His Hon Judge Anthony Thornton QC

Senior Circuit Judge, Technology and Construction Court, London. Restricted Patients Panel, Mental Health Review Tribunal. (Appointed July 2002)

His Hon Judge Anthony Thorpe

Retired Judge, Chichester Crown Court (2000-2008). Circuit Judge (appointed 1990). Former President, Independent Appeals Tribunal (1992-1994). Former Captain, Royal Navy (1959-1990). (Appointed July 2008)

His Hon Judge Charles Tilling

Senior Circuit Judge, Kingston upon Thames Crown Court. (Appointed July 2003, deferred until July 2004)

His Hon Judge Leon Viljoen

Retired Circuit Judge (1992). (First appointed Parole Board September 1997. Re-appointed July 2005)

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

Consultant Clinical Forensic Psychologist.
(Appointed July 2003)

Adrian Walker-Smith

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

Dr Mary Walsh

Consultant forensic psychiatrist, Rampton Hospital. Medical member Mental Health Review Tribunal.
(Appointed July 2007)

Helen Ward

Senior Probation Officer, National Probation Service, Lancashire. Enforcement Implementation Manager, National Probation Directorate
(Appointed July 2003)

Mollie Weatheritt

Until March 2007 full-time member and Director of Quality and Standards. Formerly Assistant Director the Police Foundation. (Appointed November 1998)
(Left December 2008)

Helen West

Assistant Chief Officer, Sussex Probation Area. Currently seconded to NOMS.
(Appointed July 2007)

Alan Whiffin

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

Denise White

Chief Probation Officer, Derbyshire.
(Appointed July 2006)

Dr Helen Whitworth MBChB, MSc, MRCPsych

Consultant Forensic Psychiatrist, Hatherton Centre, Stafford. (Appointed July 2008)

Patricia Williamson CIPD

Former HR Director in Local Government. Member CIPD. (Appointed July 2006)

Sarah Wilson BA (Econ), MA

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

His Hon Judge Paul Worsley

Circuit Judge (2006). (Appointed July 2007)

His Hon Judge David Wynn Morgan

Circuit Judge, Cardiff Crown Court.
(Appointed July 2002)

Management Board

Sir Duncan Nichol

(Chair until 31 May 2008)

The Rt Hon Sir David Latham

(Chair from 25 Feb 2009)

The Hon Mr Justice Neil Butterfield

(Vice-Chair)

Christine Glenn

(Chief Executive until 31 March 2009)

Linda Lennon

(Chief Executive from 14 April 2009)

Martha Blom-Cooper

Diana Fulbrook

Sarah Lightfoot

Robin Lipscombe

Linda McHugh

Alison Stone

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
DCR	Discretionary Conditional Release
DSPD	Dangerous person with Severe Personality Disorder
ECHR	European Convention on Human Rights
EPP	Extended Sentence for Public Protection
ESP	Extended Sentence Prisoner
FOI	Freedom of Information
HMP	Her Majesty's Prison
ICM	Intensive Case Management
IiP	Investors in People
IPP	Indeterminate Sentence For Public Protection
JR	Judicial Review
LED	Licence Expiry Date
MOJ	Ministry of Justice
NAO	National Audit Office
NOMS	National Offender Management Service
PAC	Public Accounts Committee
PED	Parole Eligibility Date
PPCS	Public Protection Casework Section
RDS	Research, Development & Statistics
SED	Sentence Expiry Date
SofS	Secretary of State (Justice Minister)
VLO	Victim Liaison Officer



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