

the
Parole
Board

working with others
to protect the public

40 YEARS

Parole Board for England and Wales
Annual Report and Accounts
2006-07



INVESTOR IN PEOPLE

Statement of Purpose

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

Grenadier House
99-105 Horseferry Road
London, SW1P 2DX

Enquiries: 0845-251 2220

Fax: 0845-251 2221

E-mail: info@paroleboard.gov.uk

Website: www.paroleboard.gov.uk

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**Parole Board for England and Wales
Annual Report and Accounts
2006-07**

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

Ordered by the House of Commons to be printed 29 October 2007

Sir Duncan Nichol, CBE, Chairman

the
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Board

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to protect the public

The Right Hon Jack Straw MP
Justice Secretary
Ministry of Justice
Selborne House
54/60 Victoria Street
London, SW1E 6QW

17 October 2007

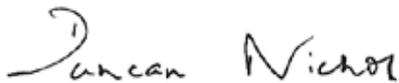
Dear Justice Secretary

I have pleasure in presenting to you the Parole Board's Annual Report and Accounts for 2006/07.

The report records the work carried out by the Board last year to maintain our standards of risk assessment during a year in which we faced considerable financial pressures and increases in workload. I am confident that the Board will continue to work with others to protect the public in the coming year as we join together with you in the new Ministry of Justice.

I am pleased to say that the Board's Accounts have once again received an unqualified certification 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



Sir Duncan Nichol
Chairman

Grenadier House, 99-105 Horseferry Road, London SW1P 2DX
T 0845 251 2220 F 0845 251 2221 E info@paroleboard.gov.uk W www.paroleboard.gov.uk



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Contents

Chairman's Foreword	04
Chief Executive's Review of the Year	06
Key Statistics	08
40 Years Old	10
Diary of the Year 2006/07	16
Governance and Structure of the Board	20
Public Protection	22
Victims	26
Oral Hearings	30
Recalls	32
Promoting Public Confidence	34
Statement of Accounts	36
Performance Against Business Plan	70
Statistics	78
Membership of the Parole Board	87

Chairman's Foreword

It has been a year of internal and external reviews and debate about the position and role of the Board. The question of the Board's independence has been a matter of legal challenge and academic debate throughout the last 12 months and we ended the year with the announcement of a move of sponsorship from the Home Office to the newly formed Ministry of Justice.

Independence of the Board

Legal challenges and case law seem to be flowing in a single direction – all have progressively reduced the Home Secretary's role, while passing increasing responsibility to the courts and the Board. The Parole Board has gone from being described as quasi-judicial, to a court-like body and most recently, in the Court of Appeal in the case of *Girling*, as a court.

In September 2006 the Cambridge Conference picked up on the independence theme and ended with a call for the Board to protect both its real and perceived independence by lobbying for a move from the Home Office to the Department for Constitutional Affairs.

This move took place quicker than anyone had anticipated when the Prime Minister announced in March 2007 that the new Ministry of Justice would take over both the work of the DCA and the responsibilities of the National Offender Management Service from the Home Office.

The move to the Ministry of Justice, which was completed in on 9 May 2007, raises at least as many questions as it has answered for the Board and it heralds a period of more uncertainty as we try to find an appropriate landing place.

Transformation of the workload

At the same time we have faced a transformation of the work and workload of the Board as the changes brought in by the Criminal Justice Act 2003 have begun to take effect. Our workload has shot up in response to the rapidly increasing number of recalled prisoners. Recall cases rose from 9,296 in 2005/06 to 14,669 in 2006/07. Oral hearings rose from 1,900 to 2,505. And the first few IPP cases with very short tariffs started to trickle in.

One of the key challenges facing us as a Board will be how to respond effectively to the implications of the new indeterminate public protection sentences, especially where the tariff is a very short one. We will also need to consider the profile of the Board's membership and the way we do our work as we move towards an increasingly oral hearing based system.



40 YEARS

The quality agenda

Maintaining high quality risk assessment must remain our top priority and we have continued to focus on this with progressive plans for member development and accreditation. At the heart of our core responsibility is public safety and public protection and we retain our objective of making risk assessments which are rigorous, fair and timely, with the primary aim of protecting the public.

We have completed much of the preparatory work to enable the introduction of a system of intensive case management that can fully support Board members in their deliberations especially in the cases of sexual and violent offenders that pose particular difficulties for risk assessment. Crucially, our proposals here will ensure that members will not be faced with a late or incomplete dossier and can meet face-to-face with offenders wherever we feel that it would assist in our robust risk assessment process.

Outside scrutiny

We have opened our doors to outside scrutiny this year in a way that we have not done before. Our Review Committee has been joined by distinguished external members Stephen Shaw, the Prisons and Probation Ombudsman, and Peter Neyroud, Chief Executive of the National Police Improvement Agency. This has at times not been a comfortable experience for us, but it has been a most worthwhile one.

We have also invited the BBC cameras to film the deliberations of our members in both paper and oral hearings for the acclaimed BBC2 documentary series "Lock them up or let them out". This openness on our part carried risk but we felt that this was a risk worth taking in order to start the process of raising public awareness and confidence in us.

The last 12 months have been turbulent for the Board and the next 12 months promise even more change as we seek to establish our place in the Ministry of Justice. We face a rapidly changing political, legal and social environment and we will strive to promote the independence of and public confidence in the work of the Board, while effectively managing this change.

Sir Duncan Nichol CBE

Chairman
9 October 2007



Chief Executive's Review of the Year

I would like to start this review by sending a vote of thanks to all of our staff, members and stakeholders for their hard work and commitment in achieving a very good performance in difficult circumstances over the last 12 months.

Good performance in difficult circumstances

We have seen another sizeable increase in workload this year, including a 31% increase in oral hearings from 1,900 to 2,505 and a 58% rise in recall cases from 9,296 to 14,669. In spite of this we have met almost all of our strategic targets and achieved a good proportion of our casework targets for the year.

A detailed report on the Board's performance against business plan targets for 2006/07 is given on pages 66 to 73. It shows that most of our targets and strategic aims have been met or exceeded. These include:

- Considering 97% of parole applications within 25 working days of receipt against a target of 95%.
- Notifying recall decisions within 2 working days of the panel in 100% of cases against a target of 90%.
- Holding 96% of oral hearings to consider recall representations within 55 working days of being referred by the Home Office against a target of 90%.
- Replying to 96% of post-panel correspondence, including complaints from prisoners, within 20 days against a target of 95%.

The areas where targets have not been met include:

- Considering recall cases within 6 working days of receipt, which was only achieved in 22% of cases against a target of 90%. However, this did follow a 60% increase in the recall workload.
- Considering of deferred cases within 25 days from re-referral letter, which was only achieved in 68% of cases against a target of 95%. The number of deferrals having to be considered increased significantly.

2006/07 was a difficult year in terms of managing our caseload and we struggled in the area of recalls and deferrals in particular because of a lack of resources to match the rapidly rising demand. However, with an agreed increase in budget for 2007/08 that is projected to match the increase in workload, together with the work we're doing on case management, we should be in a much better position to meet our casework targets next year. We will remain dependent on others however for timely and complete dossiers in order to do our work.



40 YEARS

Transformation of the workload

At the same time as our caseload has risen we have also faced the beginnings of a transformation of the nature of our workload as the changes brought in by the Criminal Justice Act 2003 have begun to take effect.

The nature of the Board has moved from being primarily an executive body making administrative decisions on the papers to being a court, making decisions in the cases of the most dangerous offenders at an oral hearing.

Legislative changes, in the 2003 Act, and the outcomes of a number of judicial reviews, influenced by the development of the human rights jurisprudence, have dictated this. We have gone from 272 oral hearings in 2000/01 to 2,505 this year.

As the trickle of indeterminate sentences for public protection turns into a flood over the next few years we expect to be dealing with over 4,000 oral hearings for lifer and IPP cases by 2009/10. This has major implications for both the number and the type of members that the Board will need.

Changes ahead

I am optimistic about the changes that lie ahead of us this year with the move to the Ministry of Justice and the increased responsibilities given to us for dealing with the most dangerous prisoners.

Amidst all this change we will need to stay focused on our performance in the coming year and ensure that the improvements in quality of decision-making and case management that we have seen recently are not lost. Continuing to deliver performance to the highest standards possible is the best way to safeguard what we have already achieved.

Finding the right landing place will be crucial and the Chairman and I remain absolutely committed to preserving the status, independence and unique position of the Parole Board into the future.

Christine Glenn
Chief Executive
9 October 2007



Key Statistics

25,436

The number of cases handled during the year. This compared with 19,402 in 2005/06, up by more than 31%. This huge increase in overall cases is largely down to an additional 5,373 recall cases. Resource intensive oral hearings have also risen by an extra 605 cases.

2,505

The number of oral hearings that took place during the year. This compared with 1,900 in 2005/06, up by almost 32%. This continues the steep rising trend in the number of such hearings, which is turning the Board into an increasingly tribunal or court based organisation with responsibility for dealing with the most serious and dangerous offenders. This includes the first 50 IPP cases, a category which is set to grow rapidly over the next few years.

7,857

The number of determinate sentence cases considered by paper panels during the year. This compared with 7,528 in 2005/06, up 4%. The number of DCR cases fell and will continue to fall in coming years as these sentences are phased out under the 2003 Criminal Justice Act. However, there were 934 EPP cases, which accounted for the small rise in cases considered by three member panels.

14,669

The number of recall cases considered during the year. This compared with 9,296 in 2005/06, up a staggering 58%. This may be due to a more proactive recall policy being exercised by the probation service for reasons other than further offences, which actually fell for parolees during the year.

35.8%

The percentage of DCR cases where parole was granted. Down from 49.4% in 2005/06 and the lowest release rate since 1996/97. The falling release rate appears to continue and accelerate the trend in the last couple of years of a more cautious approach by panels to recommending release.

246

The number of determinate sentence prisoners recalled from parole during the year following an allegation of a further offence. This fell by an encouraging 18% from 302 such recalls in 2005/06. This is out of an average of 4,285 such prisoners on parole during the year or 5.7%, which compares to a recall following allegation of further offending rate of 6.4% for 2005/06.

15%

The percentage of life sentence cases considered by oral hearing where life licence was granted. Down from 23% in 2005/06 and the lowest release rate since 2001/02, when the figures included extended sentence prisoners.

97

The number of prisoners on life licence who were recalled during the year following allegations of further offences. This is out of a total of 1,622 life sentence prisoners under active supervision in the community during the year, or 6%. This is a small rise on the figure for 2005/06 of 87 recalls for further offending out of 1,495 prisoners in the community, or 5.8%.

40 Years Old

The start of parole

Parole was first introduced by the Criminal Justice Act 1967 as part of a package of measures promoting the rehabilitation of prisoners. These reforms were intended, according to the then Home Secretary, Roy Jenkins, to “keep out of prison those who need not be there”. The first releases under the parole system began in April 1968. The report of the Parole Board for that first year noted that “Parole is not a sentimental gesture, it includes a strong disciplinary element, it makes serious demands upon the parolee, and the sanction of recall for misbehaviour is a realistic deterrent”. In the early days, the Board acted only as an advisory committee to the Home Secretary and, save for a handful of lifer recall cases, it was only concerned with parole or early release.

All party support

The all-party support which parole enjoyed at its inception survived the changes in government in 1970, 1974 and 1979. The Criminal Justice Act 1972 relaxed the procedure for release on parole by allowing the release of prisoners with shorter sentences on the sole recommendation of local review committees in cases within categories agreed by the Board. In 1975 the Home Secretary, Roy Jenkins, announced more generous criteria for parole and in 1977, for the first time, more than half of the Board’s parole recommendations led to parole being granted.

The critics make their voices heard

But the consensus in favour of rehabilitation was too good to last and various critics started to challenge the basis of parole. The May Committee Report in 1979 claimed that “Confidence in the treatment model . . . has now been waning throughout the Western world for some years”.

The parole process also came in for criticism.

The then Home Secretary, Leon Britton, responded in 1983 by introducing a more restricted parole policy for prisoners serving sentences of over five years for violent or drugs trafficking offences. These prisoners were only to be granted parole when it could be shown that release for a few months before the end of a sentence was likely to reduce the long term risk to the public.

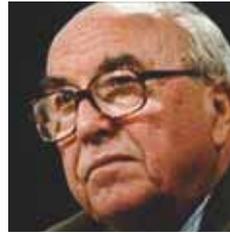
The Home Secretary also announced a tightening of the policy for the release of life sentence prisoners, principally by an increase in the length of tariffs, which were fixed at that time by administrative decision, and by toughening the release criteria he would apply.

At the same time he addressed a criticism current at that time about the length of the minimum qualifying period for parole by reducing it from 12 to 6 months with effect from June 1984.

The Carlisle Report

The changes introduced in 1983 provoked a debate which culminated, in 1988, in a review of the parole system chaired by Lord Carlisle QC. The report concluded that the release of 120,000 fixed sentence prisoners from custody earlier than would otherwise have been the case over the previous 20 years had brought enormous benefits in human and resource terms.

It also noted that the number of instances of serious re-offending had been very small over that period. The report went on to say that the restricted policy of 1983 was flawed in principle and harmful in practice. The report, which was not concerned with lifers, concluded that it was both unworkable and wrong to try to operate a selective parole system for short sentence prisoners.



Roy Jenkins

40 YEARS

All change

The Criminal Justice Act 1991 embodied most of the recommendations of the Carlisle Report. Local review committees were abolished and, for the first time, the Board was given the power to direct the release of certain classes of prisoner – those serving sentences of between 4 and 7 years. Furthermore, following early court interventions in the Board's workings, more openness was introduced into parole procedures. Prisoners were given the right to see and comment on the papers considered by a panel and be provided with the panel's reasons for their decisions. The Board's procedures were improved further in 1994 when prisoner interviews by a Board member were introduced and the information that was obtained was added to the review papers.

The Board owes the start of its slow transformation into a court-like body to the decision of the European Court of Human Rights in the Thynne case in 1990 which was concerned with the relatively few discretionary life sentence prisoners. The Court held that these prisoners were entitled to be considered for release at an oral hearing by an independent court-like body which had the power to direct release where continued detention was not justified. The Board was granted these powers by the 1991 Act.

Greater autonomy for the Board

The introduction of interviews, oral hearings and the giving of reasons placed a considerable extra workload on the Board. The budget rose from under £700,000 in 1990/91 to over £2.5 million in 1997/98. Member numbers rose from 55 in 1986 to 81 in 1997.

The Parole Board became an Executive Non-Departmental Public Body sponsored by the Prison Service in 1996. These changes allowed the Board greater autonomy and ensured that better systems were put in place to deal with the Board's

ever-increasing workload. Sponsorship of the Board moved to the Home Office in April 2003.

Preparing prisoners for release

The 1990s saw the introduction and growth of offending behaviour treatment programmes in prison to address the risk of prisoners harming the public and further offending and to help to prepare them for release.

In 1997, the Board's powers to hold oral hearings and direct release in lifer cases were extended to HMP cases following a decision by the European Court of Human Rights and were again extended to cover the recently introduced automatic life sentence imposed for second convictions for a serious sexual or violent offence.

One of the most significant court cases affecting the Board was the decision in Stafford in 2002 concerning mandatory lifers. The European Court held, for the first time, that post-tariff mandatory lifers were only entitled to be detained if this was necessary for public protection. It also ruled that the justification for their continued detention had to be considered at regular intervals by a court-like body at an oral hearing and that that body had to have the power to direct their release if continued detention was not necessary.

Criminal Justice Act 2003

The single most important milestone in the Board's transformation from an advisory to a decision-making body was the Criminal Justice Act 2003. This followed a detailed review of sentencing policy by the Halliday Committee which reported in 2001 and the subsequent White Paper "Justice for All" in 2002.

Parole was made automatic for those prisoners serving standard determinate sentences of more than 12 months sentenced on or after 4 April 2005.

These offenders are now automatically released at the half-way point of their sentence and are on licence supervision until the end of their sentence. The role of the Parole Board is now the review of recall decisions taken by the Probation Service in respect of these offenders.

IPP sentence prisoners

Instead the Board was given sole responsibility for dealing with decisions on the release of the most dangerous prisoners, who receive indeterminate IPP sentences and determinate prisoners who receive extended sentences for public protection.

The Criminal Justice Act 2003 introduced new indeterminate sentences of imprisonment for public protection and gave the Board responsibility for deciding when these prisoners were safe to release once they had served their tariff, just like life sentence prisoners. Although these prisoners are equivalent to lifers, most have very short tariffs and the huge and growing numbers of such prisoners (2,500 within two years of the IPP sentence being introduced in April 2005) is giving the Board a significant increase in work and creating pressures within the prison system.

The Review Committee

In January 2004 the Board held the first meeting of its new Review Committee. The remit of the Committee was to look at cases of serious further re-offending committed by prisoners released on parole or life licence in order to learn whether mistakes were made in the Board's release decision-making process and to enable lessons to be learnt for the future by any other agencies concerned as well as by the Board itself. In its first three years the Committee looked at 171 cases, of which 69 were lifers.

Release and recall rate

The determinate sentence release rate fell to about 43% in the mid 1990's, compared with a rate as high as 63% in the mid 1980's. The recall rate also reduced from 15.8% of those on licence in 1991 to 8.2% in 1997/98.

The determinate sentence release rate has fluctuated since the mid 1990's, reaching a low of 36% in 1996/97, then rising to a peak of 53% in 2003/04, before falling back to 36% again in 2006/07. The recall rate has risen, since its 1997/98 low of 8.2%, to 13.1% in 2002/03, 21.2% in 2005/06 and 28.3% in 2006/07.

Constitutional position of the Board

The Smith & West case, decided by the House of Lords in 2005, established that a determinate prisoner on licence is entitled to an oral hearing by the Board to consider his recall where there are significant disputes of fact. This is a further extension of the Board's court-like responsibilities resulting from the 2003 Act and other judicial review decisions of the courts. Some suggest that there is a lack of independence of the Board from the Secretary of State and this is currently being challenged in the courts. In May 2007 sponsorship of the Board was transferred from the Home Office to the newly formed Ministry of Justice.

The constitutional position of the Board, therefore, continues to evolve from an advisory committee concerned with early release to a court making risk assessments about the dangerousness of indeterminate prisoners and those on licence who have been recalled.



Lord Carlisle

40 YEARS

Figure One

– Increase in member numbers 1967 to 2007

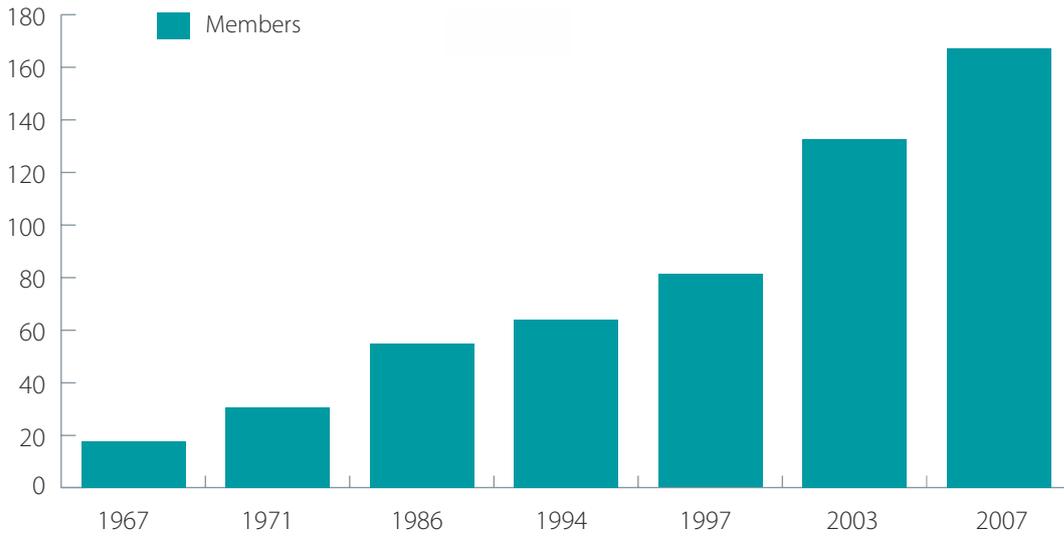
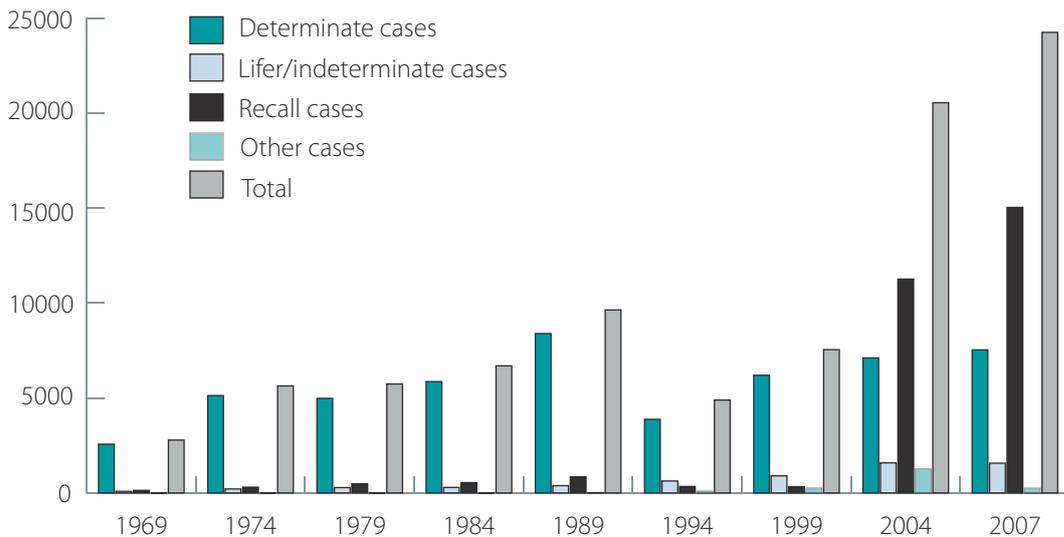


Figure Two

– Numbers of Parole Board cases 1967 to 2007



Chronology of events 1967 to 2007

- | | | | |
|-------------|--|-------------|---|
| 1967 | CJ Act – Lord Hunt appointed Chairman | 1992 | Lord Belstead appointed Chairman |
| 1968 | First releases under parole system | 1993 | Appointment of full-time members |
| 1971 | CJ Act – Local committees release certain categories of prisoner | 1994 | Interviewing of prisoners and giving of reasons for decisions |
| 1974 | Sir Louis Petch appointed Chairman | 1996 | Board given Executive Non-Departmental Public Body status, sponsored by the Prison Service |
| 1975 | Use of parole extended to more categories of prisoner | 1997 | Baroness Usha Prashar appointed Chairman |
| 1979 | Lord Harris appointed Chairman | 1998 | Board's powers extended on DCR prisoners serving between 4 and 15 years |
| 1982 | Lord Windlesham appointed Chairman | 2000 | Sir David Hatch appointed Chairman |
| 1983 | More restricted release policy for dangerous offenders | 2003 | Act – Recall and imprisonment for public protection release decisions introduced – Sponsorship moved to the Home Office |
| 1984 | Reduction in minimum qualifying period for parole | 2004 | Sir Duncan Nichol appointed Chairman |
| 1988 | The Carlisle Report – Viscount Colville appointed Chairman | 2007 | Sponsorship moves to newly created Ministry of Justice |
| 1991 | CJ Act – New parole system, oral hearings for discretionary lifers | | |

Sir David Hatch CBE

There was great sadness in June when the Parole Board learnt of the death of Sir David Hatch, who served as Chairman of the Board from 2000 to 2004.

David was a larger than life, charismatic chairman of the Parole Board. He arrived at a time when the Board needed to raise its profile as its workload increased and responsibility for deciding on the release of the most dangerous prisoners passed from the Home Secretary to the Parole Board. He was able to steer the Board in the right direction and was determined to maintain the Board's independence.

His most important consideration was always the protection of the public. On his watch the re-offending rate for prisoners released on parole fell to 3% which was the lowest in the Board's history.

David will always be remembered as a kind, generous and supportive person. More than once he opened his house to staff for away days where they were lavishly wined and dined. On one occasion he also famously commandeered a huge mail trolley and spent the morning pushing it round the Board's HQ at Abell House with Easter eggs for everyone.

He was probably best known for his work at the BBC where he went from being a performer on radio alongside John Cleese and the Goodies in the 1960s to becoming a producer and eventually Managing Director of Radio at the BBC. He was knighted in the 2003 New Year Honours List.

The Management Board decided that to recognize Sir David's outstanding contribution to the Board the Annual Lecture would be renamed the Sir David Hatch Memorial Lecture.



40 YEARS

A few high profile cases the Board has dealt with

John Straffen – The longest serving prisoner in the prison system. Jailed in 1952 for the murder of three young girls in the Brighton area. He entered custody before the Parole Board even existed and has since been turned down for life licence a number of times.

Harry Roberts – The second longest serving prisoner in the system. Jailed in 1966 for the murder of three police officers in East London. Turned down for release a number of times by the Board. Unsuccessfully took the Board to the House of Lords to challenge the use of a special advocate and the non-disclosure of evidence to him and his own representative.

Mary Bell – Jailed in 1968, at the age of 11, for the killing of two boys aged three and four years old in Newcastle. Released by the Board in 1980 and ever since granted lifelong anonymity to protect her and her young daughter from retribution.

Jon Venables and Robert Thomson – Jailed in 1993, at the age of ten, for the murder of two year old James Bulger in Liverpool. Released on life licence by the Board in 2001 and given secret new identities.

Owen Oyston – Millionaire businessman jailed in 1996 for the rape of a 16 year old girl. Released on parole by the Board in 1999 after serving three years of a six year sentence, even though he still maintained his innocence of the offence.

Tony Martin – Norfolk farmer jailed in 2000 for the murder, later downgraded to manslaughter on appeal, of a teenage burglar whom Martin shot during an attempted burglary at his home. Refused parole by the Board and released in 2003 after serving two thirds of a five year sentence.

Jeffrey Archer – Millionaire writer and peer jailed in 2001 for perjury and perverting the course of justice. He was released on parole by the Board in 2003 after serving two years of a four year sentence.

Jonathan King – Pop mogul jailed in 2001 for a number of serious sexual assaults on two teenagers aged 14 and 15. Released on parole by the Board in 2005 after serving half of his seven year sentence. Still maintains his innocence.

Diary of the Year 2006/07

2006

April

Prisons and Probation Ombudsman, Stephen Shaw, attends his first Review Committee meeting. He is the first of two distinguished external members invited to join the Committee to strengthen the scrutiny of cases of serious further offending.

One of the cases considered by the Review Committee, Stephen Ayre, is convicted of the abduction and rape of a 10 year-old boy whilst in the community on life licence. He had been released by a panel of the Board ten months before committing the recall offence.

May

An HM Inspectorate of Probation inquiry into another case of serious further offending is published. This report concerns life sentence prisoner Anthony Rice who was convicted of the murder of Naomi Bryant whilst on life licence, having been released by a panel of the Board nine months before committing the offence.

The Home Secretary, John Reid, delivers the Parole Board Annual Lecture in the Gladstone Room at One Whitehall Place. Speaking on the theme of rebalancing the criminal justice system, the Home Secretary first suggests the use of Public Protection Advocates to represent victims' views at oral hearings.

June

The recruitment round for new members concludes and recommendations are sent to Ministers for approval. Twenty eight new members are appointed in the 2006 intake, with five new judges, 12 independents, one psychologist, and two chief probation officers together with eight new psychiatrist members appointed earlier in the year.

July

The Home Secretary publishes his wide-ranging proposals for rebalancing the criminal justice system in favour of the victim. As part of a package of reform he proposes that all Parole Board members should have a strong victim perspective. He also proposes that all decisions to release a prisoner into the community should be unanimous.

Chief Executive of the National Police Improvement Agency, Chief Constable Peter Neyroud, attends his first Review Committee meeting. He joins Stephen Shaw as the second distinguished external member on the Committee.

August

Induction training takes place at the Ashridge Conference Centre for the 28 new members appointed to the Board for 2006. The intensive training programme includes a mixture of mock panels and oral hearings, with speakers on subjects such as offending behaviour programmes and specialist risk assessment.

September

130 Parole Board members, academics, lawyers and other criminal justice workers gather at the Faculty of Law at Cambridge University to discuss the changing role and functions of the Board. The result is a call for the Board to work to consolidate its independent judicial status.

The first issue of the new Parole Board members' and staff newsletter, the Board Sheet, is published.

October

The Chief Executive gives two speeches at national conferences about building public confidence in the criminal justice system.



40 YEARS

November

Three one hour long documentaries about the Parole Board are broadcast on BBC2 under the title "Lock them up or let them out". For the first time in the 40 year history of the Board TV cameras are allowed behind the scenes to film the workings of the Board, sitting in on both oral hearings and paper panels.

The Annual Conference, scheduled to be held in November, has to be postponed due to a shortfall in the Board's budget. This shortfall is caused by an massive and unexpected increase in workload, particularly recalls, which has not been catered for in the budget. The conference does eventually take place in April 2007.

December

The Chairman calls for a debate on the impact of IPP sentences on the work of the Board, and the wider prison system, in a keynote speech at the Centre for Crime and Justice Studies, Kings College, London. The speech is widely reported and does indeed start a debate on the subject.

A judicial review decision, in the case of *Girling v the Parole Board*, is overturned by the Court of Appeal. The court rules that the Secretary of State does have the right to give directions to the Board, but also supports the principle of the independence of the Board as a court and a body separate from the Secretary of State. Although the Secretary of State may issue directions, the Board is not obliged to follow them.





40 YEARS

2007

January

A second judicial review decision, in the case of Hindawi is upheld by House of Lords. This decision confers on the Board the responsibility for making binding parole recommendations in the cases of some foreign prisoners serving up to 15 years in prison who are liable to deportation. Previously these had been dealt with by the Home Office without any reference to the Board.

February

The Chief Executive and Director of Performance and Development fulfilled an invitation to address the All Party Parliamentary Group on Victims of Crime. They spoke about the strong victim perspective of members, the role of Public Protection Advocates and the need to win the trust of victims to get them to contribute to the risk assessment process.

After almost two years of negotiation, the Prison Service agrees to roll out the Parole Board video link oral hearings project nationally so that the Board will be able to conduct oral hearings from the 59 prisons with video link technology. Over 100 such hearings have already been held and this number is now expected to increase, saving resources for both the Board and other agencies.

March

Oral hearings training takes place for the first ever group of fast track independent members, from the 2005 intake. This increases the hard pressed pool of members available to sit in on oral hearings. It is also the first ever group of members to be formally assessed and accredited for the role. Nine members take part and all are successful.

The new Ministry of Justice is created by merging the National Offender Management Service, formerly part of the Home Office, with the Department for Constitutional Affairs. The sponsorship of the Parole Board moves at the same time from the Home Office to the Ministry of Justice.



“At the heart of our core responsibility is public safety and public protection and we retain our objective of making risk assessments which are rigorous, fair and timely, with the primary aim of protecting the public.”

Sir Duncan Nichol
Chairman

Governance and Structure of the Board

Home Office reviews

The governance and structure arrangements for the Board came under the microscope this year as never before. Some of this was the result of a number of reviews of the Board initiated by the Home Office.

In April 2006, Gill Mackenzie was commissioned to carry out a review of the quality, standards and content of the information provided to the Board about prisoners. Initial feedback from Gill about the outcome of the report was promising, but to date the full findings have not been formally published.

In July 2006, Nick Sanderson was commissioned to carry out a review of the policy and practice for releasing offenders from indeterminate sentences. This review was completed in October 2006, but now looks to have been overtaken by a wide-ranging NOMS review looking at the impact of indeterminate sentence prisoners across the whole of the prison system, probation service and Parole Board.

In July 2006, the Home Office announced a review of all of its NDPBs and agencies to identify opportunities to improve arrangements for their governance, performance management and sponsorship. The report, which was published in March 2007, did not make any significant recommendations impacting on the Board.

Structure of the Board

Ahead of these reviews the Management Board had already started turning its attention to a number of issues concerning the structure of the Board and in particular its membership.

Plans were already underway to develop a system of intensive case management (ICM) to fully support members, especially in their deliberations in the cases of sexual and violent offenders. This would include the introduction of ICM members to review dossiers ahead of panel hearings and make appropriate directions for additional information and/or witnesses to be available for the hearing.

Also in hand was planning for the selection, training and accreditation of members to be fast-tracked into sitting on oral hearings. The first such group of nine independent members was inducted in March 2007.

Looking to the future, the changing nature of the workload, to an increasingly oral hearing based system, is likely to require a significant change to the profile of the Board's membership in favour of more judicial and psychiatrist/psychologist members.

During the course of the year the Board carried out a review of the terms of reference of all the Board's decision making committees. It also reviewed the process for appointing members to the committees.

Independence of the Board

The question of the Board's independence has been a matter of legal challenge and academic debate throughout the last 12 months and the year ended with the announcement of a move, along with the whole of the National Offender Management Service to the new Ministry of Justice.

Judicial review decisions in the cases of *Girling*, *Hindawi*, *Stellato* and *Johnson* all progressively reduced the Secretary of State's role and passed increasing responsibility to the Board. Further cases are in the pipeline, such as that of *Brooke*, in which the High Court has ruled that the Board is not sufficiently independent of the Home Office (now the Ministry of Justice) for the purposes of compliance with



40 YEARS

Article 5(4) of the European Convention on Human Rights. The Ministry of Justice has lodged an appeal against this decision.

In September 2006 the Cambridge Conference picked up on the independence theme and ended with a call from all sides for the Board to protect both its real and perceived independence by seeking a move from the Home Office to the then Department for Constitutional Affairs. Such a move would in theory have put distance between the Board's sponsor and one of the parties to the cases that it deals with (the Home Secretary).

This move was indeed to take place, in May 2007, but without the desired effect of separating the Board from the Secretary of State concerned with its cases, since responsibility for the prison and probation services transferred with the Board to the new Secretary of State for Justice.

Consequently the move to the Ministry of Justice has raised at least as many questions for the Board as it has answered and the year ahead will be a period of uncertainty as the Board deals with continued questions about its independence and try to find an appropriate landing place and governance structure.



Public Protection

The Review Committee

The Review Committee was established in 2003 to review decisions to release prisoners where those prisoners were subsequently alleged to have committed violent or sexual offences on licence. Chaired by the Board's Vice-Chairman, the Hon Mr Justice Butterfield, the Committee includes in its membership Stephen Shaw, the Prisons and Probation Ombudsman and Chief Constable Peter Neyroud, Chief Executive of the National Police Improvement Agency.

The Committee has evolved significantly since its advent. The membership and processes have been streamlined and improved. Wendy Morgan, a researcher at Oxford University, attends regularly to collate and interpret the Committee's findings. The system of feedback to panels that took the original decisions to release is more structured and constructive. Learning points have been fed into training for members and appear regularly in the Board's monthly Board Sheet.

Joint Review Panel

Perhaps the most significant development is the setting up of the Joint Review Panel, a small 'offshoot' Committee consisting of senior officials representing Probation, Prisons and Police. These agencies play a vital role in feeding information to the Parole Board when it takes decisions, and following release in monitoring the behaviour of the offender while on licence. It has become apparent that the Review Committee's findings frequently have implications not only for the Parole Board, but also for these agencies. The JRP was launched in June 2007 and provides a forum for discussion of best practice across the criminal justice organisations when things 'go wrong' and, perhaps more importantly, for identifying measures that will correct perceived shortcomings.

Lifer database

The work of the Review Committee and Joint Review Panel focuses on those who are suspected of committing serious offences on licence. In each case the licence was revoked and the offender recalled to custody. But the majority of those released are successfully rehabilitated back into society. Equally, of those recalled to custody, most do not commit offences but are recalled for breaching conditions of their licence or concerns over their behaviour has led to a 'safety first' decision to recall. This is the system working as it should, with offenders tested on licence, and enforcement action being taken to prevent lapses into re-offending.

The Lifer database fills a gap in known information about offenders as a whole following release, not just those who re-offend. A detailed study of all prisoners released by the Parole Board would be too resource intensive to conduct – numbers run into thousands. Lifers, however, represent a comparatively small group of offenders while rightly attracting more public and media attention because of the extreme nature of their crimes.

Since 1 September 2004 the Parole Board has aimed to collate information for all cases where a lifer has been released by the Board. Where recall procedures were executed data was collected and analysed. Catherine Appleton, a criminologist at Oxford University and Dr Marion Swan, a forensic psychiatrist member of the Parole Board, have produced regular reports to the Board for dissemination to our members.



40 YEARS

From the start of the research until June 2007 over 700 lifers had been released by the Board. While long term conclusions cannot yet be made, some interesting findings have emerged from a detailed analysis of the 445 lifers released by the Board between 1 September 2004 and 28 February 2006:

- A typical sample member was male, convicted of murder, had been released for the first time on life licence and had not been recalled
- By 31 March 2007, 22% of the sample had been recalled once; 3% had been recalled twice; and one man had been recalled three times
- Of those recalled to custody, 3% were recalled within three months of release; 17% within a year; and, 26% within two years
- Adults serving a mandatory life sentence were least likely to be recalled within one year (87% of mandatory lifers remained in the community) whereas those serving HMP life sentences were most likely to be recalled (32% were recalled within one year)
- Lifers convicted of a sexual index offence were more likely to be recalled within one year than those convicted of homicide, arson or other violent offences: 28% of those convicted of a sexual index offence were recalled within one year
- Factors that were most predictive of recall were OGRS2 score; use of alcohol at the time of the index offence; and those with a conviction for one or more sex offences.



Peter Neyroud

“The first read of the first set of papers for the Review Committee was sobering. By the very nature of this Committee, the reading material is a collection of cases where, it can be argued, the Parole Board ‘has got it wrong’. Some of them make very difficult reading. I am sure, from an external perspective, it is all too easy to draw the conclusion that because a serious offender has seriously offended again having been released, that this was foreseeable. This takes little account of the numbers of offenders who do not re-offend and manage to return to society safely, but given the serious nature of some of the offending that the Review Committee sees, reflects the vital duty to protect the public that the Parole Board has to perform.

“As I know very well as a Chief Constable, it is uncomfortable having your decisions reviewed by someone else who has the benefit of hindsight and, if it is simply done as an exercise in apportioning blame, unproductive. Therefore I have, as an independent member, been seeking to make the review process and the lessons learned from it as scientific and objective as possible. I feel that over the last year the Review Committee has been moved a long way in this direction. In particular, our feedback is now more structured and we have a clear set of criteria for forming our opinion as to whether the original decision by a parole panel was reasonable or not.

“It is critical from my point of view that the lessons learned are driven into training, mentoring of members and the systems and processes of the Parole Board and, in many cases, of the agencies whose judgements are helping to inform the Parole Board decisions. It is quite apparent that the Parole Board needs the very best information from probation, prisons, police and other professional sources and is not always getting it.”



40 YEARS

Stephen Shaw

"It is always difficult joining a new organisation. All the more so, when your role is explicitly to provide an external perspective. And that is even more the case when the subject of that perspective is the things in the organisation that may have gone wrong.

"So I am enormously grateful to Duncan Nichol, Neil Butterfield and colleagues for making me so welcome, and for the good grace with which my opinions have been received. As I said at the Parole Board's Annual Conference, no one feels comfortable having their decisions reviewed. As Ombudsman I have an excellent record at judicial review, but I cannot claim to find it an enjoyable experience. But given the significance of the Board's functions, a process of peer review and some external oversight is both right in principle and necessary as a driver of quality and consistency in decision-making.

"In my year or so as a member of the Review Committee I have been hugely impressed by the steps that have been taken to improve processes, standardise judgements, and ensure appropriate and sensitive feedback. In addition, the pro formas we look at are of an enormously high standard and testament to the skills and energies of the assessors.

"In summary, I am very much enjoying my time as an external member of the Review Committee. I also believe it is making a real contribution both to the quality of the Board's work and to public safety as a whole."



Victims

Re-balancing the criminal justice system

At the Board's Annual Lecture in May 2006 the then new Home Secretary, Dr John Reid, spoke about the need to rebalance the Criminal Justice system. He signalled new arrangements to enable the victim's voice to be heard by the Board at panels and hearings. The Board welcomed the proposals for a new advocacy team within NOMS to put forward the Secretary of State's view about release and re-release following recall and to act as a public protection advocate at some oral hearings. For too long, panels have tried to consider cases presented in a less than balanced way, with prisoners represented by solicitors and counsel but with the Secretary of State either not represented at all or represented only by an operational member of prison staff, untrained and inexperienced in risk assessment and presenting cases. Rebalancing the system here will lead to an equality of arms in these cases and must enable the panel's risk assessments to be more informed and more robust. The Board has worked with NOMS to assist in implementing these positive changes and is pleased to see the progress that has been made.

Victim personal statements

The Board has always welcomed statements from victims and recognised in particular that victims may have valuable information directly relevant to the assessment of risk. The Board has received few such statements in the past and hopes that this new process will build on best practice and lead to an increase in the number of victims who feel able to make their voice heard. Victim liaison officers who are already in contact with victims will take a Victim Personal Statement from victims, who will then be able to choose whether to have the statement presented in writing or, where a Public Protection Advocate is involved, orally by the Advocate. The existing arrangements for representations about restrictions relating to the victim that may be applied to an offender's release will be unaffected.

The Home Secretary also highlighted the need for Board members to have victim experience and, following the Home Office decision in 2006 to advertise separately for members with victim experience, the Board conducted a survey amongst current members to establish how many had been victims of crime. The results showed that 95% of those who replied had been a direct victim of crime. The Minister recognised that the findings highlighted a significant level of victim awareness amongst members. However, he did indicate that in the future evidencing victim awareness must become an important part of the Parole Board member appointment process and in 2007 a specific competence was included in the recruitment process to ensure that all prospective members could demonstrate a strong understanding of victim issues.



40 YEARS

Links with victims groups

The Board has also reviewed the training strategy for members. All the Board's training is about improving risk assessment so as to prevent there being future victims. Training on victim issues has been made more explicit, adding a new session to the induction training and additional training on these matters for all members at the Board's Development Days in September and at its annual conference in April. The Board was particularly pleased to welcome Gillian Guy, Chief Executive of Victim Support, to open the Annual Conference. She addressed the conference on the rebalancing of the criminal justice system from the standpoint of one of the key victims' organisations.

The Board continues to develop its links with victim's groups and in February 2007 the Chief Executive and Director of Performance & Development were invited to make a presentation to the All Party Parliamentary Group on Victims of Crime. Victim Support and other victim groups are important contributors to the Board's stakeholder forum and were closely involved in the development of the Board's new Corporate Plan for 2007 – 2010.



An alternative view of the Parole Board by Wendy Crompton

On 19th December 2006 I attended the Royal Court of Justice to hear the decision that a murderer, who had stabbed to death my son and his female friend, had been granted a reduction in tariff from fifteen years to eleven years, with a further reduction of almost 30 months for the time he had spent on remand. I was plunged into shock and despair.

My companion David Hines, the Chair of the North of England Victims' Association, who had kindly accompanied me to the hearing, suggested we go immediately to the Parole Board, in the hope that my fears about a release would be allayed. We were warmly greeted by Christine Glenn, who took the time to explain the process to me.

My sister was equally distressed and wrote a letter to the Parole Board, asking for information about the process. She telephoned me when she received the reply because the letter she received had confused the names. It was most unfortunate that my son had been referred to as the perpetrator, rather than the victim.

I received a personal telephone call from the writer of the letter, who was full of remorse. I was quite unkind to the caller, how could either of us imagine that this mistake would reap tremendous rewards and that I would, before very long, be tremendously grateful that the mistake had been made?

After a short cooling-off period, I began to regret my sharp tongue and wrote to this person, explaining that many mistakes had been made along the way, but this was the first time that anyone in the system had taken full responsibility for their mistake and made immediate efforts to put things right. I asked that they read the book that describes the aftermath of this murder, so that my point of view could be understood.

I also asked that this book be passed on to Christine Glenn and that she consider using the book as a training resource for members of the Parole Board. I enclosed a copy of "Justice for William".

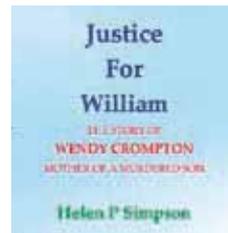
My requests were immediately granted. The book was read and it was not long before Christine contacted me and invited me to sit on a day of Parole Board Paper Hearings, so that I could see for myself the way in which the Parole Board works.

I, like many others in my situation, expected to hear the views of people who empathised with serious offenders and took an overly liberal view. My expectations were not fulfilled. I spent the day listening to careful and informed deliberations and was impressed with the whole process. I agreed with the decisions made by the members.

On 7th August 2007 I was delighted to speak to new members of the Parole Board and share with them the experiences of relatives of victims of murder or manslaughter. This was arranged by Christine Glenn and I believe that she showed great courage and loyalty by inviting me to the conference.

We have learned from each other, the Parole Board and I. We have discovered that our views are not so different. I have developed an admiration for the work that is undertaken by them. They have learned that a Victim Impact Statement is an almost impossible device for offering a description of the life that is left after a loved one has been taken by murder or manslaughter.

I would like to take this opportunity to give thanks for all the support, encouragement and understanding I have received from the staff of the Parole Board. I have found that my dealings with them have enriched my life and demonstrated the integrity of this particular corner of the Criminal Justice System.



40 YEARS

Michael's Parole Hearing

Well, we all know what'll happen, do we not?
He's been a good boy, inside all these years.
He'll have lovely reports from Probation.
All his courses, his compliance. Just words!

Of course he's behaved himself in those places.
What else could he do inside a cage?
They won't think about what he did out here.
How he gave into his jealousy and rage.

They won't talk about how he behaved before.
What he did, how he acted, when he was free.
How he took that knife and he slashed and he slashed.
Oh no, they certainly won't talk to me.

They can't know it's like yesterday to me.
That it's not true – time doesn't heal.
They won't want to know how he ruined my life.
They won't wonder about how I feel.

Those Probation officers in there, those wardens.
All the staff – think they know what he's like.
They've heard all his pathetic excuses.
They say "Aww, poor little Mike".

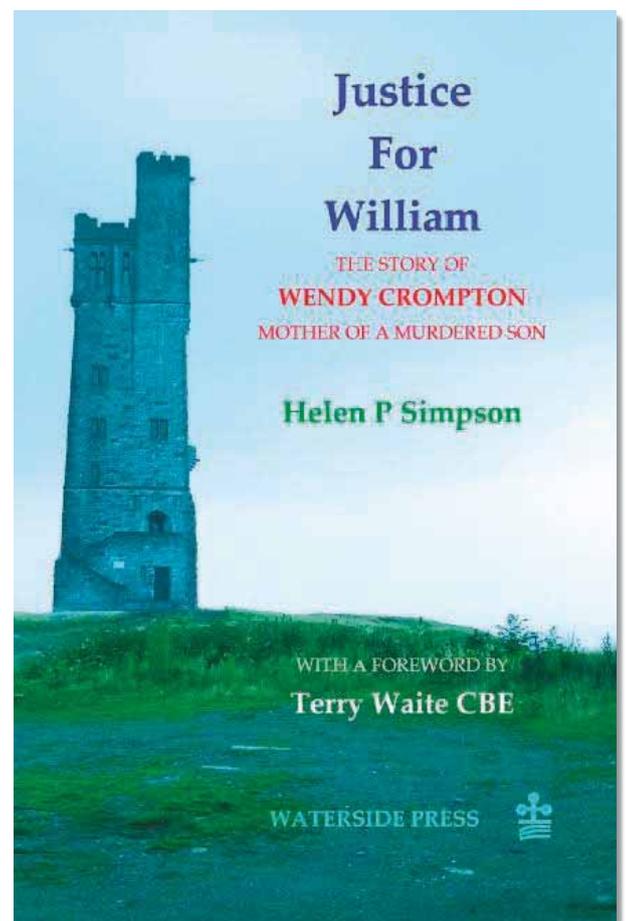
They think their charges are victims.
Not the animals who did something wrong.
The psychiatrists stick labels all over them.
Say they're better now; they've been locked up
too long.

They'll let him out, they'll let him free.
Nobody knows what it's like for me.
They'll read reports. They'll say "Poor dear."
I'll meet him in Tesco's. That's my big fear.

If only they could go back to the past.
See my boy while he breathed his last.
I'd send them there if only I could.
Watch their faces as they smell the blood.

Let them see me kiss his body goodbye.
Let them see me fall down and cry.
Let them see me scream and shout.
"He's an animal. Never let him out."

Wendy Crompton



Oral Hearings

The Board's oral hearing commitment has increased by 400% over the last five years from just under 500 cases in 2002/03 to just over 2,500 in 2006/07. This has been very largely the result of the European Court of Human Rights judgement in the case of Stafford in May 2002, the House of Lords judgement in the cases of Smith & West in January 2005 and the implementation of the provisions of the Criminal Justice Act 2003 in April 2005.

Late dossiers and deferrals

One of the most significant challenges that the Board has faced, which has been magnified with the rapid growth in oral hearings, is getting dossiers from prison establishments for oral hearing cases that are both on time and meet the requirements for the Board to be able to assess risk. In 2006/07 only 38% of dossiers were received on time. This has resulted in a very significant increase in the number of hearings that fail to reach a substantive decision at the first hearing. Consequently, the number of cases that are deferred or adjourned at hearing rose from 17% in 2005/06 to 27% in 2006/07. At times during the year the deferral rate was running at one case in every three.

The other significant change that we have seen, which is associated with this growth in oral hearings, is that the Board is now holding these hearings in an increased number and range of prison establishments. This includes establishments, such as local prisons, which are not familiar or necessarily resourced to support all of the requirements of the Board both before and during the oral hearing. It also has meant that the Board has very often had to convene a panel at an establishment to consider a single case. This has resulted in our case per hearing day average going down from 2.0 in 2005/06 to 1.7 in 2006/07.

The introduction by the National Offender Management Service of Public Protection Advocates to Parole Board oral hearings in 2007/08 has the potential to lengthen hearings and therefore also adversely affect the number of cases that can be heard in a single day. However, the Board does recognise the added value that the introduction of advocates will deliver to the hearing and risk assessment process.

Resource implications

In the accounts section of this report we show that the additional cost of an oral hearing as compared with a parole paper panel is about £1,200 per case. While this gives an indication of the financial implications for the Board of the increase in oral hearings, it does not adequately reflect the increasing strain that is being imposed on the Board's very limited human resources generally and in particular on the judicial and clinician member resources. Although the year saw significant improvements in the way that we schedule members to hear cases, it has proved impossible in an increasing number of cases to find sufficient members of the required mix of professional disciplines to convene the necessary panels. This has resulted in delays and in some cases successful judicial review action taken by prisoners against the Board.



40 YEARS

IPP sentences

The advent of Indeterminate Public Protection (IPP) sentences has presented the Board with particular problems, especially when the tariff set has been very short and may well have already been served in part on remand. Not much is known about the prisoner generally and specifically there is little evidence to demonstrate that the level of risk has been reduced since the time of sentence to a point that would satisfy the Board that release is appropriate.

The Board welcomes the current review by the Ministry of Justice of the way that Indeterminate Public Protection sentences are being implemented and supported throughout the prison, parole and probation system. The high number of IPP prisoners, under-estimated in planning, is placing immense additional pressure on resources.

Intensive Case Management

The Board has recognised that this increasing shortfall between our oral hearing obligations and our available resources needs to be urgently addressed and to this end we are already putting in place significant changes to the way that we handle our cases. The Intensive Case Management (ICM) initiative means that the Board will now not schedule precise dates for a full oral hearing until such time as an accredited member has reviewed the case on the papers and determined that everything that will be needed to adequately assess risk is available. This is designed to reduce the number of deferred hearings, increase the Board's productivity and so focus our limited resources more effectively. It should also help other agencies to use their resources properly.

As part of ICM (which will eventually encompass the whole gamut of Board activities) we will be looking at how we align our limited member resources with risk and public protection priorities. This will include a fundamental review of the composition of panels and looking at further ways of using modern technology. During 2006/07 video-conference facilities were used for the oral hearing of 100 single-member representation against recall panels for determinate sentence prisoners. In 2007/08 we will be looking at how we can use this facility much more widely.

The Board's policy is that no indeterminate sentence prisoner will be released or recommended for open conditions without an oral hearing of the Board. Indeed, we will in future be looking at where an oral hearing for some determinate sentence prisoners might be a more effective way of assessing risk. We are nevertheless looking at the Board's scope within the law to limit oral hearings to cases where progression to open conditions or release is likely, whilst ensuring we fulfil our obligations under the Human Rights Convention.

Recalls

The year saw a 58% increase in the number of recall cases handled by the Board from about 9,300 in the previous year to just under 14,700 in 2006/07. The vast majority of these offenders were in the community under automatic early release and the offenders were not therefore on parole licences. The Board's obligations under the Criminal Justice Act 2003 are that we will consider these cases within 6 days of the Secretary of State referring them to the Board and a target was set that this would be achieved in 90% of cases.

Budget shortfall and delays

In addition to pressures on member availability as a result of increases in all types of cases, our limited capacity to set up the necessary additional panels to deal with this recall caseload was also constrained by a mid-year budget shortfall. The recall casework referred to us did not always arrive on time and this caused some listing problems. Since there was no certainty that the Board would be able to fund the additional caseload, we were not able to list cases on time.

The additional funding needed to meet the projected in-year deficit was not made available until December 2006. As a result the Board was only able to achieve the 6 day target for considering cases in 22% of recalls referred to us during the year. In order to address the delay in cases and our limited member availability to deal with it, it was agreed with the Home Office and the Office of the Commissioner for Public Appointments that some members who retired from the Board in 2006 could be re-appointed for a six-month additional period solely to do recall work. This additional member resource, combined with exceptional extra efforts by existing members and staff, meant that the 6 day target was achieved in 90% of cases in June 2007.

Single member recall panels

These pressures and delays resulted in the Board reviewing how we handled the recall caseload, which at the time were being considered solely by two-member panels. One of the main reasons why many cases had to be put back for a review at a later date was because the dossier did not have satisfactory risk management plans for the possible release of the offender back into the community. The lack of a substantive decision in these cases only added to the increased workload.

Following the review, the Board decided that all recall cases should be sifted and only those where there was a possibility of release over a period exceeding 3 months supported with a risk management plan should go to a two member panel for consideration. Those that did not meet these criteria and were therefore very unlikely to be released would be considered by a single member panel of the Board.

Selection and accreditation

While the Board had used single member panels since February 2005 to consider representations against recall for determinate sentence prisoners, all of the members in these cases were legally qualified. We recognised that members sitting alone to consider cases on paper would need to be suitably accredited to do so and a selection and accreditation process was put in place to manage this. The end result was that the process has been considerably streamlined and this has been a major factor in enabling the Board to achieve the 6 day target.



40 YEARS

To enable the single panel accredited members to work from home and to ensure that adequate control was maintained over confidential data the Board was successful in bidding for and obtaining £140,000 capital funding for the purchase of laptops and other IT equipment. These are now being rolled out to members.

During the year the Board successfully piloted the use of video-link panels for single members of representations against recall hearings for determinate sentence prisoners. We are particularly grateful to HMP Holloway for allowing the Board to use the facilities there. More recently the Board has purchased video-conferencing equipment which has been installed in our headquarters offices in London.

Criteria for granting oral hearings

Pressures on the Board's capacity also caused us to look again at the criteria for granting an oral recall hearing within the scope of the House of Lords' judgement in the cases of Smith & West (January 2005). In February 2007 the Board adopted a policy that oral hearings in such cases would usually only be granted where the grounds for the recall was being challenged and not in cases where it is solely that re-release was being requested. All requests for such oral hearings are now initially considered on paper by a single member of the Board and this is likely to significantly reduce the number of oral hearings held in such cases.



Promoting Public Confidence

High profile cases

The year started on a difficult note with the conviction, in April 2006, of Stephen Ayre for the abduction and rape of a 10 year-old boy ten months after being released on licence from a life sentence for murder.

This tragic case was quickly followed by the publication, in May 2006, of the Chief Inspector of Probation report into the serious further offence carried out by Anthony Rice when he murdered 40 year-old Naomi Bryant less than a year after being release on life licence.

One of the Board's responses to try to win back public confidence in the face of these high profile cases of serious further offending has been to open ourselves up to more independent scrutiny by inviting distinguished external members to join the Review Committee that investigates what has gone wrong in such cases.

Stephen Shaw, the Prisons and Probation Ombudsman, joined the Review Committee in April and Peter Neyroud, Chief Executive of the National Police Improvement Agency, joined in July. They have raised some difficult issues, but we believe that one of the best ways to win back public confidence is to show the public that we are serious about learning from our mistakes.

BBC documentary series

In November the BBC broadcast their long awaited series of documentaries on the work of the Board under the title "Lock them up or let them out". The series ran to three one hour long episodes on BBC2 with the first programme reaching an average audience of 1.6 million viewers and a peak audience of 2.5 million.

The series was the culmination of 18 months of work by the BBC documentary team, who were allowed access for the first time to the deliberations of members in both paper panels and oral hearings. A number of members were interviewed for the programmes, as were a number of the prisoners under consideration.

The impact of these programmes was very timely, coming as they did after the publicity surrounding the Hanson, Rice and Goldstraw cases. The aim in co-operating with the programme makers was to show the public exactly what is involved in the very difficult decisions that Parole Board members have to make and how professional they are in the way that they approach those decisions.

If the review of the programmes in the Daily Telegraph was anything to go by then this objective was fully achieved:

"Hearing the Board members debate Michael and Barry's fate proved predictably fascinating. The main effect, however, was to bring home powerfully how tricky the whole business is and how much more complicated than the tabloids pretend to think."

Cambridge conference

Not quite as high profile as the BBC series, but probably more significant in terms of the Board's stakeholders, was the conference that the Board jointly hosted in September with the Centre for Public Law at Cambridge University.



40 YEARS

The Chairman, Chief Executive and Head of Casework from the Board joined other eminent speakers on the platform including Dr Nicky Padfield from the CPL, solicitor Simon Creighton and Judge Anthony Thornton QC, in openly discussing the future place and role of the Parole Board.

Stakeholder consultations

This openness to engaging in dialogue with stakeholders ran throughout the Board's policy and practice considerations during the course of the year.

In particular a number of events were held during November to consult with internal and external stakeholders, including victims' groups, legal representatives, government partners and prisoners' groups on the Board's planning arrangements for the Board's Corporate Plan. This three year plan was published in March 2007 and sets out the Board's plans and aims for the period 2007 to 2010.

Separate stakeholder meetings were held during the course of the year with, amongst others, Chief Officers of Probation and also with legal representatives and prisons and probation staff as part of the Parole Board User Group.

Public speaking and media

The Chairman and Chief Executive raised the profile of the Board during the course of the year by fulfilling a number of public speaking engagements and taking part in media interviews.

The Chairman delivered a seminal speech to the Centre for Crime and Justice Studies at Kings College in December 2006, warning of the problems ahead for IPP sentence prisoners. He also took to the airwaves on the BBC, Sky and ITV in May ahead of the Annual Lecture.

The Chief Executive spoke at the Criminal Justice Management Conference and the Building Public Confidence in the CJS Conference, both in October, on the theme of promoting public confidence in the Board. She also spoke at a sentencing symposium, held at the Law Society, where she shared a platform with Adrian Fulford and others.

The Chair and Chief Executive have also recently given evidence to the Constitutional Affairs Select Committee and the AGM of the All Party Penal Affairs Parliamentary Group.



Statement of Accounts

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 in future years will be concentrated on dangerous offenders.

The Parole Board:

- Considers, under the Criminal Justice 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.
- Considers, under Part II of the Crime (Sentences) Act 1997, the release of mandatory life sentenced prisoners. Until November 2003, the Board made recommendations to the Secretary of State about release. Following the implementation of the Criminal Justice Act 2003, the Board has had responsibility for making the final decision on whether or not to release.
- Has authority, under the Crime (Sentences) Act 1997, to direct the release of discretionary life sentenced prisoners, 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; and under the Criminal Justice Act 2003, to decide on the release of those given indeterminate sentences for public protection.
- Makes, under the Criminal Justice Act 1991 (in the case of determinate sentenced prisoners) or the Crime (Sentences) Act 1997 (in the case of life sentenced prisoners), recommendations to the Secretary of State on the revocation of licences of prisoners who have breached their licence conditions, and considers representations by prisoners who have been recalled to prison. The 1991 Act was amended by the Crime and Disorder Act 1998 to bring the arrangements for the recall to prison of short-term prisoners into line with those for long-term prisoners. The Crime and Disorder Act 1998 also introduced provisions (now in section 85 of the Powers of Criminal Courts (Sentencing) Act 2000) for sentences to be extended for licence purposes; prisoners serving extended sentences who are recalled may make representations to an oral hearing of the Parole Board.
- Considers, under the Criminal Justice Act 2003, whether the recall to prison of determinate sentence prisoners by the Secretary of State was justified, considers representations from prisoners on these recalls 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

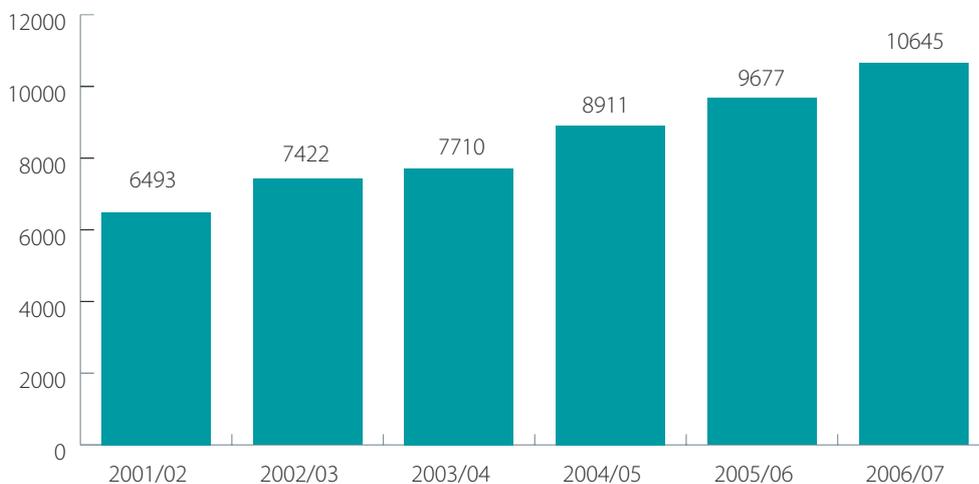
Statement of Purpose -The Parole Board is an independent body that works with its criminal justice partners to protect the public by risk assessing prisoners to decide whether they can be safely released into the community.

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

- **Determinate sentence prisoners & those serving extended public protection sentences:** reviews based on a dossier of papers presented to the Board by the Prison Service on behalf of the Secretary of State, are considered by panels of three Board members.
- **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 the Prison Service on behalf of the Secretary of State. These are initially considered on paper by a single member who is experienced in adjudicating 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 an oral hearing. If the single member considers that the case is likely to be suitable for early release the case is referred to a panel of 3 members of the Board, which will normally include a judge, a psychiatrist and an independent member, who will consider the case on the papers before them. In all other cases the sifting member will refer the case to an oral hearing of the Board. The panel, which considers the case on paper may refer the case to a full oral hearing of 3 members which will similarly include a judge, a psychiatrist and an independent member. The Secretary of State similarly has the right to refer the case to a full oral hearing if he is not content with the decision of the paper panel.

Overall, 10,645 applications were considered which compares with 9,677 in 2005/06 (an increase of 10%). The number of applications has increased in both paper and oral hearings. The table below charts the caseload over the last 6 years.

Number of applications



Review of objectives

The Board considered 7,857 (7,528 in 2005/6-an increase of 4.3%) applications from determinate sentence prisoners. Of these, 6,923 were Discretionary Conditional Release (DCR) and 934 were prisoners with extended public protection provisions. In the first nine months of 2006/7 the submission of dossiers for DCR prisoners on time by prison establishments was 69% (76% in 2005/06) and in the same time period the Board processed 97% (97% in 2005/06) of these cases within the target timescale of 25 working days from dossier receipt. The Board issued decisions within 2 working days of the panel in 97% (98% in 2005/06) of all cases completed during the nine months to December 2006. Statistics for the last three months of the financial year have not been provided by the Research Development and Statistics Directorate of NOMS. This is of concern as we depend on this body for much of our management information and performance measurement.

The overall result was that 85% of DCR prisoners were notified of a decision at least two weeks before their Parole Eligibility Date (PED) (86% in 2005/06) while 87% of prisoners received a decision by PED (89% in 2005/06).

The number of indeterminate paper panel cases considered by the Board was 405 (678 in 2005/06), which is a decrease of 40% over the previous year. The number of oral hearings cases considered by the Board was 2,505 (1,900 in 2005/06), an increase of 605 (31 %) over the previous year. 674 cases were hearings 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 cases of Smith & West. 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 80% (92% in 2005/06) of cases.

The implementation in April 2005 of provisions in the Criminal Justice Act 2003 for the recall to custody of determinate sentence prisoners resulted in the Board considering 14,669 cases, including further reviews, where such a recall had been made by the Secretary of State. This compares with 9,296 cases considered in 2005/06. This was a substantial increase in casework above the levels projected in the Business Plan. The consequence of this was that the Board had a midyear funding crisis and was unable to list all the recall cases. The Board made an in year pressure funding bid and ultimately obtained additional grant-in-aid of £310,000 on top of its original funding of £6,330,000. A considerable backlog of cases built up due to the delay in funding and the backlog of recall cases was brought up to date by the end of June 2007.

Type of case	Business Plan projections (based on estimates produced by Home Office)	Actual
Discretionary Conditional Release	6,800	6,923
Extended Public Protection	-	934
Indeterminate paper review and advice cases	650	405
Oral Hearings (including recalls)	2,300	2,505
Recall (paper recalls)	11,000	14,669
Total	20,750	25,436

Risk management

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

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 Home 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 2007 shows net liabilities of £52,564. This reflects the inclusion of liabilities falling due in future years, which may only be met by future grants-in-aid from the Parole Board's sponsoring department, the Ministry of Justice (as from 9 May 2007). This is because, under the normal conventions applying to parliamentary control over income and expenditure, such grants-in-aid may not be issued in advance of need. Grant-in-aid for 2007/08, taking into account the amounts required to meet the Parole Board's liabilities falling due in that year, has already been included in the Department's estimates for that year, which have been approved by Parliament, and there is no reason to believe that the Department's future sponsorship and future parliamentary approval will not be forthcoming. It has accordingly been considered appropriate to adopt a going concern basis for the preparation of these financial statements.

Funding

On 9 May 2007 the Board's sponsor changed from the Home Office to the Ministry of Justice. The Board's only source of income is grant-in-aid, provided by the Home Office during 2005/06, and this was £6,640,825, for the year. This was an increase of £740,825 (12.6%) on 2005/06 and the increased funding reflects the implementation of the Criminal Justice Act 2003 and compliance with the House of Lords judgement in the case of Smith & West. The Board's cash at bank as at 31 March 2007 was £230,864. This is £98,048 (0.05%) above the 2% maximum permitted grant-in-aid year end carry over which was £132,816. This bank balance was required as the Board pay its members fees just after the month end and £178,306 was required for this purpose. 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 expenditure by the Board was 6,589,739 (2005/6 - £5,869,569). As a result of a change in accounting policy whereby grant-in-aid is credited to reserves the Board's financial statements do not show an operating result. The Board reduced the deficit on general reserves by £60,019 which compares with a reduction in the deficit on reserves of £30,431 in 2005/06. The balance sheet indicates negative reserves of £52,564 as at 31 March 2007, this compares with a balance sheet deficit of £243,650 at 31 March 2006. Capital grant-in-aid of £140,000 was credited to a capital reserve and £8,933 was released from this reserve to fund the depreciation of the underlying assets. The capital grant-in-aid was spent on laptops-£128,000 and video conferencing equipment-£12,000.

Unit costs

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

	2006/07	2005/06
Paper Hearing – Determinate sentence case (DCR)	£259 per case	£251 per case
Oral hearings – 3 member panels for the hearing of lifer and extended sentence prisoners (ESPs)	£1,460 per case	£1,667 per case
Oral hearings – single-member panels for the hearing of representations against recall for determinate sentence prisoners.	£1,132 per case	£1,212 per case
Recalls under the Criminal Justice Act 2003	£68 per case	£69 per case

The increase in cost of DCR cases is due to the relatively small increase in volume and also the increased cost incurred in post panel work as fewer prisoners are granted parole. The fall in the cost of Oral Hearings and single member recall panels is due to the increased volume of cases over which overheads are absorbed. The comparatively high cost of the single-member recall panels for the hearing of representations against recall for determinate sentence prisoners reflects the fact that usually only one case is heard on a sitting day.

Fixed assets

Capital grant-in-aid of £140,000 was received during the year and of this £12,000 was used to video conferencing equipment and £128,000 was used to acquire laptops for Board members. The year also saw the acquisition of further minor IT hardware and furniture to supplement the provision made by the Home Office.

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 2006/07 94.5% (100% in 2005/06) of all invoices were paid within the target period.

Euro

The Board is keeping in touch with developments on the Euro and remains confident that considerations already made with this regard will ensure that its financial systems can be readily adapted to facilitate the Euro as and when required.

Audit

Internal audit services were provided by the Home Office Audit & Assurance Unit (AAU) and in 2006/07 the amount charged for these services was £12,220. This included the provision of 26 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 £17,500 in respect of the statutory audit for 2006/07. The auditors received no remuneration for non-audit work.

Future developments and research

The Board's main research investment during the year in question was in the setting up of a Lifer Database. This holds detailed information on all prisoners sentenced to life or to an indeterminate sentence for public protection released since September 2004. The aim of the research is to examine the factors related to success and failure on licence.

Figures provided to the Board by the Lifer Release and Recall Section show a steady increase over the past five years in the proportion of released life sentenced prisoners that are recalled. The Board has continued to press for funding to undertake research aimed at explaining this rise. We have set up our own Lifer Database which in time will allow detailed research on all aspects of lifers released back into the community.

Corporate Governance

The Chairman of the Board during the year was Professor Sir Duncan Nichol CBE.

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 2006/07 were:

- Kyrie James (appointment ended 30 September 2006)
- Sarah Lightfoot (Director of Performance & Development)
- Mollie Weatheritt (Director of Quality & Standards)

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

Other interests of senior management were as follows:

- Professor Sir Duncan Nichol – Commissioner for Judicial Appointments, Chairman of the Home Office National Accreditation Panel for Offending Behaviour Programmes, Non-Executive Director of the Correctional Services Board, Non-Executive Director of the National Offender Management Board, Non-Executive Director of Synergy Healthcare PLC, Non-Executive Director of Primary Group Ltd., Chairman of Clinical Pathology Accreditation (UK) Ltd.;
- Christine Glenn – Part-time Immigration Judge, part-time Parking & 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

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

Management Board

Following a review of the Board's corporate governance framework in 2004/05 a Management Board was established which replaced the former Advisory Committee of the Board. The inaugural meeting of the Management Board was held in March 2005. In addition to the Chairman, the Vice-Chairman and the Chief Executive the members of the Management Board are:

- Sarah Lightfoot – Director of Performance & Development
- Mollie Weatheritt – Director of Quality & Standards
- Diana Fulbrook
- Linda McHugh
- Tony Pembroke
- Alison Stone

There were 10 meetings of the Management Board during 2006/07. All details concerning payments to members of the Management Board are included within the Remuneration Report.

Audit & Risk Management Committee

The Board has an Audit & Risk Management Committee, which meets four times a year. The part-time non-executive members of this Committee during 2006/07 were:

- Tony Pembroke (Chairman)
- Linda McHugh
- Professor Andrew Rutherford
- Peter Wilshaw
- Cedric Pierce (from 1 December 2006)
- John McNeill (from 1 December 2006)

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

- The strategic processes for risk, control and governance
- The accounting policies and the accounts of the organisation
- The planned activity and results of both internal and external audit
- Adequacy of management response to issues identified by audit activity
- Assurances 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 with 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. To this end an assessment was carried out during the year and a consequent strategy is being implemented to tackle a few areas under the revised standard which the Board still needs to address.

Member and employee involvement

Staff have continued to be involved and informed through regular meetings with the Chief Executive and other staff meetings. Information on procedures and performance was circulated by means of regular fortnightly communications by email to all staff from the Chief Executive and the monthly newsletter, the Board Sheet. Members were consulted through a round of member development days that were held in September and March. 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 2007/08 and Corporate Plan for 2007/10.

Equal opportunities & 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 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 has secured funding which will enable it to work in partnership with Operation Black Vote in the coming year in member recruitment. All staff attended a diversity training event in March 2006.

Health & safety

The Parole Board is committed to maintaining the standards required by the Health & Safety at Work Act 1974 and other United Kingdom and European regulations to the health and safety of its members and staff. To this end an internal audit review was carried out of procedures during the year and a full health and safety audit conducted by external consultants shortly after the Board moved to new premises in November 2005. The Board has a Health & Safety Officer. All staff received health & safety training at a staff training event in March 2006. A further review of health and safety was commissioned in the first quarter of 2007/8.

Christine Glenn

Chief Executive and Accounting Officer
The Parole Board for England and Wales
8 October 2007

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 income and expenditure, total recognised gains and losses 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
- 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 Government Accounting.

So far as the Accounting Officer is aware, there is no relevant audit information of which the Parole Board's 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.

Statement of Internal Control

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 the Department's 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 "Government Accounting".

I am accountable as Accounting Officer for the Parole Board to the Permanent Under Secretary of State at the Ministry of Justice. I make an annual assessment of the control environment within the Board and report my assessment to the Permanent Secretary at the Ministry of Justice in an Annual Assurance Statement. The Board ensures that the delivery of its business accords with Ministry of Justice aims and objectives by involving its sponsor unit in joint business planning, obtaining ministerial approval for business plans and in monthly meetings at which performance against those plans is monitored and reviewed by the sponsor on behalf of the Secretary of State.

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 the principal risks to the achievement of the Parole Board's 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.

In the Parole Board the main processes which we have in place for identifying and managing risk are:

- A minimum of an annual review of the Board's corporate risk register by the Board's Audit & Risk Management Committee
- Allocation of risk ownership to appropriate executive managers
- Identification of necessary action to manage risk more effectively
- Quarterly assessment and reporting of risk management by risk owners to the Audit & Risk Management Committee
- Regular reports to the Management Board and the Executive Team

The annual review of strategic corporate risks was carried out in December 2006 and the resultant risk register was subsequently reviewed by the Board's Audit & Risk Management Committee at its meeting on 2 March 2007. The current top risk priorities for the Parole Board (which reflect, amongst other things, the changes in the Board's operating environment as a result of the implementation of the Criminal Justice Act 2003 and HM Chief Inspector of Probation's reports in the case of Damien Hanson and Anthony Rice) have been identified as:

- Failure to maintain and improve the quality of the Board's decision making
- Failure of outside agencies to provide the Board with adequate information on prisoners so that it would be less able to carry out well informed and timely risk assessments
- Inadequate human resources, (members and staff) making the Board unable to handle the changing and increasing workload or respond to the change and improvement agenda

The Board recognises that it currently depends on the Home Office for the provision of IT, premises and office facilities. 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.

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
- Mandated discussion of operational risks at all team meetings
- Publication of the risk policy and strategy on the Board's website
- Development and implementation of staff management protocols
- Development and publication of an anti-fraud and corruption strategy and annual review by the Audit & Risk Management Committee
- Formal presentations given by the Secretariat teams to the Board's Audit & Risk Management Committee on the management of their operational risks

The Board secures funding from its sponsor based on budgets prepared in line with expected case loads. The volume of case work in 2006/7 far exceeded the estimates included in our Business Plan. These estimates were largely based on information supplied to us by the Home Office RDS. The consequence of this was expenditure on training and development had to be reduced and the annual member training conference cancelled in order to prioritise hearings. The Board based its bids for new members on the same caseload estimates supplied and there is now a shortage of members, especially judicial and clinician members. The combination of the uneven timing of referring cases to us, inadequate funding and member shortages led to a backlog in these cases.

The Board made an in-year pressure bid and ultimately secured an additional £310,000. Measures taken to reduce the backlog included the introduction of single member panels following an accreditation process to hear certain recall cases. However, deferral rates especially in the hearings of life sentenced prisoners remain too high. The Board is implementing an intensive case management system to address this issue but a fundamental cause over which we have no control is the low level of dossiers provided complete and on time to the Board. It is a matter of regret that the Prison Service has now apparently dispensed with its own key performance indicator on dossier production for the forthcoming year. We hope that this target will be re-instituted. However, this may not be possible due to the implementation of the service level agreements under the commissioning model.

It is also important that caseload estimates are in future placed on a more accurate basis to enable better financial and resource planning. We are also concerned that performance data in some categories of case, normally provided by RDS, may no longer be available.

The Board has obtained funding of £7,789,096 for 2007/8. This is a very significant increase over 2006/7. Our funding for 2007/8 will enable us to establish an enlarged Quality Unit to review the quality of decisions made by the Board. This will build on the work achieved already. We have started to set clear standards for report writers and established rigorous appraisal procedures for our members. In the past year we have begun to implement a formal accreditation scheme for members. The Review Committee, which considers cases where serious offences are committed on parole and life licence, was strengthened with two eminent external members. Its criteria were tightened and an improved research base of cases was established.

A requirement to hold inter-agency reviews was identified by the Board and we have led in setting up arrangements here which will enable cross-organisational learning.

As Accounting Officer, I also have responsibility for reviewing the effectiveness of the system of internal control. My review 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 the effectiveness of the system of internal control by the Management Board of the Board and the Audit & Risk Management Committee, and a plan to ensure continuous improvement is in place.

Assessments made by risk owners on the management of the strategic risks are reported quarterly to both the Audit & Risk Management Committee and to 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.

Internal audit services are provided to the Parole Board by the Home Office Audit and Assurance Unit (AAU). AAU operates to standards defined in the Government Internal Audit Manual. The work programme of internal audit is informed by an analysis of the risk to which the body 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 & Risk Management Committee and approved by me.

At least annually, the Head of Internal Audit (HIA) provides me with a report on internal audit activity in the body. The report includes the HIA's independent opinion on the adequacy and effectiveness of the body's system of internal control. The overall opinion of the HIA reported to me in March 2007 was that "In our opinion, based on audit work undertaken during 2006/07, the operational control requirement within the Parole Board was less than adequately controlled." I accept this assessment. This was a year that held exceptional difficulties for the Board. We had a funding crisis half way through the year and we were without a Head of Finance throughout most of the year. The issues raised were addressed by management and in July 2007 Internal Audit reported that "Senior management have agreed an action plan to address the issues raised and are making good progress in implementing those recommendations".

Turning specifically to IT, in my report last year I asked for a review of IT strategy and controls as I was not satisfied that the Board was properly resourced here. In particular, the lack of secure electronic communication with members was hindering the ability to incorporate additional efficiencies into our systems. This was an area where additional measures had to be taken to reduce the Board's exposure to corporate risk. The Internal Audit report made a number of recommendations and additional resources were subsequently provided so that all members could be equipped with a laptop configured for secure electronic communication. The capital grant-in-aid received by the Board was £140,000 and from this £128,000 was spent on laptops and £12,000 on video conferencing equipment. Now that we have addressed the specific issue of secure email communication there are a number of IT issues which we are addressing in the coming year. It is important that in this key area our systems are documented and our policies are robust.

We intend to extend the use of video-conferencing in appropriate oral hearings and expect this to create efficiencies both for the Board and for other agencies, especially the Probation Service.

The Board continues to depend on the sponsoring department (formerly the Home Office and now the Ministry of Justice) for the provision of all major business support functions. This is the result of the fact that the Board continues to have little devolved budgetary resources which enable it to procure goods and services. Indeed, 93% of the Board's grant-in-aid funded expenditure in 2006/07 was spent on payroll costs, members' fees and travel and subsistence expenses. Such goods and services as the Board does procure (e.g. agency staff, reprographics, stationery, hospitality etc.) are, with the exception of some very minor provisions, provided on call-off arrangements on contracts with the Home Office and are therefore in accordance with approved Home Office procurement policies. Procedures for minor procurements have been reviewed during the year.

The implications of the change in the Board's role with the emphasis on oral hearings and higher risk prisoners, together with the growth in its workload, are putting pressure on the structures and processes of its overall business. It is my view that there is a need for a full review that will examine the best way forward for us, informed by best practice and experience of other organisations. The Board's membership structures in particular have changed little since its inception as an NDPB, although numbers have increased. It is right now to consider whether the present arrangements are the best for its new role and caseload.

The move to the Ministry of Justice gives an opportunity to consider how the Board can be best placed to deliver in the future.

Christine Glenn

Chief Executive and Accounting Officer

8 October 2007

Remuneration Report

Remuneration Policy

The Chairman and the full-time members of the Parole Board are appointed by the Secretary of State for the Ministry of Justice (as from 9 May 2007). The Chief Executive is appointed by the Parole Board. There are two senior managers who are seconded to the Parole Board from the Home Office. 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 Chief Executive and the full-time members and senior manager's remuneration 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 £177 per day for attendance at meetings. This amount is non-pensionable.

Performance targets for the Chair are set by the Secretary of State. Performance Development Reviews are used in assessing the performance for the Chief Executive, the full-time members, senior managers and the secretariat staff.

All staff except the Chair undergo an annual appraisal which forms a basis for the performance related remuneration. The Chair is appraised by a senior manager in NOMS under separate arrangements.

Part-time members of the Board are office holders and undergo appraisal.

Tenure arrangements

The Chief Executive is a permanent employee. Full-time members are office holders on three year renewable terms. The Chairman is an office holder on a one year contract. Their remuneration is determined by the Secretary of State.

Office holder	Tenure expiry date
Duncan Nichol, <i>Chairman</i>	15 March 2008
Sarah Lightfoot, <i>Full-time member</i>	30 September 2009
Mollie Weatheritt, <i>Full-time member</i>	16 November 2008 (Resigned 31 March 2007)
Kyrie James, <i>Full-time member</i>	30 September 2006

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

The pension entitlements of the Chairman, three full-time members, Chief Executive and senior executives during 2006/07 were as follows:

Name	Start Date	End Date	Real Increase in pension	Real increase in lump sum	Pension at End Date	Lump sum at End Date	CETV at Start Date	CETV at End Date	Member contributions and transfers	Real increase in CETV funded by the Board
			Bands of £2,500		Bands of £5,000		To nearest £			
D K Nichol	31/03/06	31/03/07	0 - 2.5	0 - 2.5	0 - 5	0 - 5	£42,000	£60,000	£2,699	£17,000
C Glenn	31/03/06	31/03/07	0 - 2.5	2.5 - 5	5 - 10	15 - 20	£79,000	£103,000	£1,097	£20,000
S M Lightfoot	31/03/06	31/03/07	0 - 2.5	0 - 2.5	0 - 5	0 - 5	£47,000	£68,000	£2,000	£17,000
K L James	31/03/06	30/09/06	0 - 2.5	0 - 2.5	0 - 5	0 - 5	£33,000	£39,000	£950	£5,000
M Weatheritt	31/03/06	31/03/07	0 - 2.5	0 - 2.5	5 - 10	15 - 20	£130,000	£146,000	£868	£9,000
M J Stevens	31/03/06	31/03/07	0 - 2.5	5 - 7.5	15 - 20	50 - 55	£259,000	£304,000	£770	£38,000
T McCarthy	31/03/06	31/03/07	0 - 2.5	5 - 7.5	15 - 20	45 - 50	£220,000	£265,000	£770	£40,000
T Morris	31/03/06	31/03/07	0 - 2.5	0 - 2.5	5 - 10	0 - 5	£7,000	£71,000	£36,719	£13,000

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

- Columns 8 & 9 of the table above show the member's cash equivalent transfer value (CETV) accrued at the beginning and the end of the reporting period. Column 11 reflects 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.
- A CETV is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The 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 within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

Remuneration and value of any taxable benefits in kind:

	2006/07		2005/06	
	Remuneration* Band of £5K	Benefits in kind (rounded to the nearest £100)	Remuneration* Band of £5K	Benefits in kind (rounded to the nearest £100)
Professor Sir Duncan Nichol, <i>Chairman</i>	75 - 80	0	75 - 80	0
Christine Glenn, <i>Chief Executive</i>	85 - 90	0	70 - 75	0
Kyrie James (Left 30 September 2006), <i>Full-time Member</i>	25 - 30	0	50 - 55	0
Sarah Lightfoot, <i>Full-time Member</i>	60 - 65	0	55 - 60	0
Mollie Weatheritt (Resigned as a full-time member on 31 March 2007), <i>Full-time Member</i>	55 - 60	0	55 - 60	0
Mervyn Stevens, <i>Head of Operations</i>	55 - 60	0	45 - 50	0
Terry McCarthy, <i>Head of Casework</i>	50 - 55	0	40 - 45	0
Tim Morris, <i>Head of Communications</i>	55 - 60	0	5 - 10	0

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

- 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.
- Pension benefits:
Details of pension benefits under PCSPS are given in note 3 (f) to the accounts.

Christine Glenn

Chief Executive and Accounting Officer
8 October 2007

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 England and Wales for the year ended 31 March 2007 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 Cashflow Statement and 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 Parole Board, Accounting Officer and auditor

The Parole Board and Chief Executive as Accounting Officer are responsible for preparing the Annual Report, the Remuneration Report and the financial statements in accordance with the Criminal Justice Act 1991, as amended by the Criminal Justice 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 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, as amended by the Criminal Justice 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, certain information given in the Annual Report, which comprises the unaudited part of the Remuneration Report and the Management Commentary, 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. 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 opinion

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, as amended by the Criminal Justice and Public Order Act 1994 Act and 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 2007 and of its net expenditure 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, as amended by the Criminal Justice and Public Order Act 1994 Act and by directions made thereunder by the Secretary of State with the consent of HM Treasury; and
- information given within the Annual Report, which comprises the unaudited part of the Remuneration Report and the Management Commentary, is consistent with the financial statements.

Audit 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.

John Bourn

Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria, London SW1W 9SP
12 October 2007

The maintenance and integrity of the Parole Board's website is the responsibility of the Accounting Officer; the work carried out by the auditors does not involve consideration of these matters and accordingly the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.

Operating Cost Statement

for the year ended 31 March 2007

	Notes	2006/07	2005/06
Expenditure		£	£
Salaries and wages	3	(5,269,843)	(4,625,448)
Other operating costs	4	(1,319,896)	(1,244,121)
Notional costs	5	(1,974,556)	(1,120,280)
Operating cost		(8,564,295)	(6,989,849)
Interest receivable		13,142	8,656
Cost of capital	1h	4,928	9,097
		(8,546,225)	(6,972,096)
Notional costs reversal		1,974,556	1,120,280
Interest payable to Home Office for surrender to the Consolidated Fund		(13,142)	(8,656)
Cost of capital reversal		(4,928)	(9,097)
Net expenditure for the financial year		(6,589,739)	(5,869,569)

All operations are continuing.

The notes on pages 58 to 69 form part of this account.

Statement of Recognised Gains and Losses

for the year ended 31 March 2007

	Notes	2006/07	2005/06
Expenditure		£	£
Net expenditure for the financial year		(6,589,739)	(5,869,569)
Movement on capital reserve	11	131,067	-
		(6,458,672)	(5,869,569)

Balance Sheet

as at 31 March 2007

	Notes	31 March 2007	31 March 2006
Fixed Assets		£	£
Tangible assets	6	165,489	43,609
Current Assets			
Debtors	7	49,104	38,918
Cash at bank	1	230,864	620,947
		279,968	659,865
Creditors			
Amounts falling due within one year	8	(498,021)	(947,124)
Net Current Liabilities		(218,053)	(287,259)
Total Assets Less Liabilities		(52,564)	(243,650)
Represented by:			
Income and expenditure reserve		(183,631)	(243,650)
Capital reserve		131,067	-
		(52,564)	(243,650)

The notes on pages 58 to 69 form part of this account.

Christine Glenn

Chief Executive and Accounting Officer
The Parole Board for England and Wales
8 October 2007

Cash Flow Statement

for the year ended 31 March 2007

	Notes	2006/07	2005/06
		£	£
Net Cash (outflow) from Operating Activities	10.1	(7,019,822)	(5,250,613)
Financing	10.2	6,780,825	5,900,000
		(238,997)	649,387
Capital Expenditure			
Purchase of tangible Fixed Assets		(151,086)	(36,324)
(Decrease)/Increase in cash		(390,083)	613,063
Cash at beginning of year		620,947	7,884
Cash at end of year		230,864	620,947

The notes on pages 58 to 69 form part of this account.

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 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.

The accounts have been prepared using the historical cost convention. Without limiting the information given, the accounts meet the accounting and disclosure requirements of the Companies Act 1985 and the accounting standards issued or adopted by the Accounting Standards Board so far as those requirements are appropriate.

b) Grant-in-aid-change in accounting policy

With effect from the 2006/7 reporting period 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. This is a change in accounting policy from earlier periods when such items were recorded as income. There is no effect on the net liability position of the Parole Board. Comparatives in the Income and Expenditure account have been restated. Grant-in-aid is credited to reserves.

c) Fixed assets

Tangible fixed assets are capitalised when the original purchase price is £1,000 or over and they are held for use on an ongoing basis.

d) Depreciation

- 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 is calculated monthly.

e) Revaluation

The Parole Board does not currently revalue its fixed assets as it is considered that, in view of the small size of its asset base, this would be immaterial.

f) 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.

g) Pension costs

Present and past employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) which is non-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.

h) 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 liabilities for the year.

i) Notional costs

The Home Office provides the Board with accommodation, facilities management, postage, IT and telecommunications at nil cost. The Board also relies on the Ministry of Justice for the provisions of services of serving judges. Such services are charged as notional costs in the Income & Expenditure Account to report the full cost of the Board's operations and then reversed.

j) Value Added Tax

The Parole Board is not eligible to register for VAT and all costs are shown inclusive of VAT.

k) 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.

l) Cash at bank

Cash at bank is held in a commercial bank account.

2 Income

	2006/07	2005/06
	£	£
Grant-in-aid received from Home Office		
Request for Resources Subhead 1	6,640,825	5,900,000
	6,640,825	5,900,000

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

3 Employment Costs

a)

	2006/07	2005/06
	£	£
Chairman & full-time Board members		
Remuneration	229,743	237,342
Pension contributions	53,893	50,104
National insurance contributions	24,596	29,388
	308,232	316,834
Part-time Board members		
Fees	2,197,537	1,895,063
National insurance contributions on fees	221,872	193,191
	2,419,409	2,088,254
Secretariat staff (Includes seconded staff)		
Salaries and wages, including overtime	1,711,606	1,470,104
Pension contributions	316,306	260,068
Employer's national insurance contributions	135,332	114,308
	2,163,244	1,844,480
Agency staff	378,958	375,880
TOTAL	5,269,843	4,625,448

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:

	2006/07				2005/06 Total
	Employed	Seconded*	Agency	Total	
Management	4	3	-	7	7
Casework	34	20	7	61	55
Secretarial / administrative support	6	6	3	15	13
Total	44	29	10	83	75

* 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 of the Chairman, three full-time members, Chief Executive and senior executives during 2006/07 were as follows:

Name	Start Date	End Date	Real In-crease in pension	Real in-crease in lump sum	Pen-sion at End Date	Lump sum at End Date	CETV at Start Date	CETV at End Date	Member contri-butions and transfers	Real increase in CETV funded by the Board
			Bands of £2,500	Bands of £5,000	To nearest £					
D K Nichol	31/03/06	31/03/07	0 - 2.5	0 - 2.5	0 - 5	0 - 5	£42,000	£60,000	£2,699	£17,000
C Glenn	31/03/06	31/03/07	0 - 2.5	2.5 - 5	5 - 10	15 - 20	£79,000	£103,000	£1,097	£20,000
S M Lightfoot	31/03/06	31/03/07	0 - 2.5	0 - 2.5	0 - 5	0 - 5	£47,000	£68,000	£2,000	£17,000
K L James	31/03/06	30/09/06	0 - 2.5	0 - 2.5	0 - 5	0 - 5	£33,000	£39,000	£950	£5,000
M Weatheritt	31/03/06	31/03/07	0 - 2.5	0 - 2.5	5 - 10	15 - 20	£130,000	£146,000	£868	£9,000
M J Stevens	31/03/06	31/03/07	0 - 2.5	5 - 7.5	15 - 20	50 - 55	£259,000	£304,000	£770	£38,000
T McCarthy	31/03/06	31/03/07	0 - 2.5	5 - 7.5	15 - 20	45 - 50	£220,000	£265,000	£770	£40,000
T Morris	31/03/06	31/03/07	0 - 2.5	0 - 2.5	5 - 10	0 - 5	£7,000	£71,000	£36,719	£13,000

The Chairman, the three full-time members and Chief Executive are all full members of the PCSPS.

- d) Annual remuneration and value of any taxable benefits in kind:

	2006/07		2005/06	
	Remuneration* (£k)	Benefits in kind (rounded to the nearest £100)	Remuneration* (£k)	Benefits in kind (rounded to the nearest £100)
Professor Sir Duncan Nichol, <i>Chairman</i>	75 - 80	0	75 - 80	0
Christine Glenn, <i>Chief Executive</i>	85 - 90	0	70 - 75	0
Kyrie James, <i>Full-time member</i>	25 - 30	0	50 - 55	0
Sarah Lightfoot, <i>Full-time member</i>	60 - 65	0	55 - 60	0
Mollie Weatheritt, <i>Full-time member</i>	55 - 60	0	55 - 60	0
Mervyn Stevens, <i>Head of Operations</i>	55 - 60	0	45 - 50	0
Terry McCarthy, <i>Head of Casework</i>	50 - 55	0	40 - 45	0
Tim Morris, <i>Head of Communications</i>	55 - 60	0	5 - 10	0

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

- e) Columns 8 & 9 of the table at c) above show the member's cash equivalent transfer value (CETV) accrued at the beginning and the end of the reporting period. Column 11 reflects the increase in the CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The 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 within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

f) Pension benefits

The year saw the direct employment by the Board of some clerical 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 2005.

Details can be found in the Resource Accounts of the Cabinet Office: Civil Superannuation (www.civilservice-pensions.gov.uk).

For 2006/07, contributions of £388,150 were payable by the Board to the PCSPS (2005/06 £310,172) at one of four rates in the range 17.1 percent to 25.5 per cent of pensionable pay (16.2 to 24.6 in 05/06), based on remuneration bands. The salary bands to which these rates apply will be revalorised 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 three statutory based "final salary" defined benefit schemes (classic, premium, and classic plus). New entrants after 1 October 2002 may choose between membership of premium 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 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.

Pensions payable under classic, premium and classic plus are increased in line with the Retail Prices Index.

iv) 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.

- g) The emoluments (non-pensionable) of the highest paid part-time Board member were £57,886. (2005/06 - £50,855)

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

	2006/07	2005/06
	No	No
Not exceeding £5,000	33	41
5,000 - 9,999	43	48
10,000 - 14,999	27	11
15,000 - 19,999	16	10
20,000 - 24,999	14	8
25,000 - 29,999	5	6
30,000 - 34,999	3	6
35,000 - 39,999	5	5
40,000 - 44,999	4	5
45,000 - 49,999	2	2
50,000 - 54,999	1	1
55,000-59,999	3	-
TOTAL	156	143

4 Other Operating Costs

	2006/07	2005/06
	£	£
Travel and subsistence	870,490	852,287
Stationery and printing	183,341	154,514
Audit fees		
- external audit (NAO)	17,500	15,000
- internal audit	12,220	9,325
Professional fees	56,235	10,038
Members training	66,001	94,503
Staff training	7,853	25,087
Depreciation	25,231	10,837
Information technology costs	38,613	33,585
Office maintenance	-	12,741
Miscellaneous costs	38,437	24,082
Asset write off	3,975	2,122
TOTAL	1,319,896	1,244,121

Professional fees of £10,038 for 2005/6 were described as consultants' fees in the accounts for that year.

A review of the fixed asset register took place at the end of the year and assets which could no longer be accounted for were written off.

5 Notional Costs

Notional costs reflect the costs incurred by the Prison Service, the Home Office, and the Ministry of Justice in respect of the following services provided to the Board at nil cost.

	2006/07	2005/06
	£	£
Accommodation and other common services	1,026,587	410,695
IT and telecoms	228,134	145,308
Postage	74,000	32,665
Casework legal costs	645,835	531,612
TOTAL	1,974,556	1,120,280

The Parole Board relocated on 12 November 2005 and the increase in notional costs for accommodation, IT and postage results from a full year of occupancy of Grenadier House.

6 Tangible Fixed Assets

	Furniture	Information Technology	Total
	£	£	£
Cost at 1 April 2006	26,331	64,026	90,357
Additions	1,152	149,934	151,086
Write off	-	(3,975)	(3,975)
At 31 March 2007	27,483	209,985	237,468
Accumulated depreciation at 1 April 2006	6,794	39,954	46,748
Charge for year	5,496	19,937	25,433
Write off		(202)	(202)
At 31 March 2007	12,290	59,689	71,979
Net book value at 31 March 2007	15,193	150,296	165,489
Net book value at 31 March 2006	19,537	24,072	43,609

7 Debtors: Amounts falling due within one year

	31 March 2007	31 March 2006
	£	£
Staff debtors	22,428	23,252
Government debtors	16,772	12,704
Other debtors	-	574
Prepayments	9,904	2,388
TOTAL	49,104	38,918

8 Creditors: Amounts falling due within one year

	31 March 2007	31 March 2006
	£	£
Staff creditors	178,306	217,447
Tax and social security	74,701	77,896
Trade creditors	63,062	599
Accruals	168,984	150,588
Government creditors	12,968	594
Deferred Income	-	500,000
TOTAL	498,021	947,124

9 Intra – government balances

	Debtors: amounts falling due within one year	Debtors: amounts falling due after more than one year	Creditors: amounts falling due within one year	Creditors: amounts falling due after more than one year
	£	£	£	£
Balances with other central government bodies	16,772	-	87,669	-
Balances with police and local authorities	-	-	-	-
Balances with NHS Trusts	-	-	-	-
Balances with public corporations and trading funds	-	-	-	-
Balances with bodies external to government	32,332	-	409,352	-
At 31 March 2007	49,104	-	497,021	-

Balances with other government departments comprise tax and social security of £74,701 and other government creditors of £12,968.

10 Reconciliation of operating deficit to net cash outflow from operating activities

	2006/07	2005/06
	£	£
10.1 Net expenditure for the year	(6,589,739)	(5,869,569)
Depreciation	25,433	10,837
(Increase) / decrease in debtors	(10,186)	10,099
(Decrease)/increase in creditors	(449,103)	595,898
Asset write off	3,773	2,122
Net cash outflow from operating activities	(7,019,822)	(5,250,613)
10.2 Analysis of financing	£	£
Grant-in-aid and revenue grant received from Home Office	6,640,825	5,900,000
Capital grant-in-aid received	140,000	-
Total grant-in-aid	6,780,825	5,900,000

11 Movement on reserves 2006/7

	General Reserve	Capital Reserve	Total 2006/7	Total 2005/6
	£	£	£	£
Reserve at start of year	(243,650)	-	(243,650)	(274,081)
Net expenditure	(6,589,739)	-	(6,589,739)	(5,869,569)
Grant-in-aid received towards source expenditure	6,640,825		6,640,825	5,900,000
Capital grant-in-aid received during the year		140,000	140,000	-
Transfer to fund depreciation	8,933	(8,933)	-	-
Balance at end of year	(183,631)	131,067	(52,564)	(243,650)

As stated in accounting policy 1b grant-in-aid is now credited to the General Reserve and not to the Income and Expenditure account. Under the previous accounting policy the results would have been stated as follows:

	2006/07	2005/6
	£	£
Grant-in-aid	6,640,825	5,900,000
Expenditure	(6,589,739)	(5,869,569)
Transfer from capital reserve	8,933	-
Surplus for the financial year	60,019	30,431

12 Related Party Transactions

The Parole Board is an Executive Non-Departmental Public Body sponsored by the Ministry of Justice (as from 9 May 2007). The Home Office and Prison Service and the Ministry of Justice are regarded as related parties. During the year, the Parole Board had significant material transactions with the Home Office including: provision of grant-in-aid, secondment of staff and some limited personnel functions, accommodation facilities management, postage, IT and telecommunications. The Prison Service including: cost of legal representation. The Ministry of Justice including: cost of circuit judges.

During the year none of the 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 liquidity risks. It has no material deposits, and all material assets and liabilities are denominated in sterling, so it is not exposed to interest rate risk or currency risk.

14 Contingent Liabilities

The Board has been 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 (deceased) who was murdered by Anthony Rice. They have been instructed to bring proceedings against the Parole Board, the Prison Service and the Probation 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 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

There were no losses or special payments during the year.

Performance Against Business Plan 2006-2007

Strategic Aim 1 – Operations and core business

To make risk assessments which are timely, rigorous, fair and consistent and which protect the public whilst contributing to the rehabilitation of prisoners so that effective decisions about prisoners can be made as to who may safely be released into the community and who must remain in or be returned to custody.

Objective	Action Plan	Indicator/target	Performance
Quality of decision making			
1. Develop and implement member development framework with the aim of improving quality	Spot checks, feedback, ongoing professional development including increased use of mock cases, training effectiveness audit	Impact reports	Achieved
2. Rigorous risk assessment and effective decision making in the interests of public protection	Review of Board's overall approach to risk assessment, its use of actuarial predictors and decision support guidelines for agreed categories of cases	In operation	Partially achieved
	Externally validated structured risk assessment protocols for sexual and/or violent offending	In operation Monitored for compliance	Achieved. Decision made to commission further work in this area Achieved
	Review Committee/other sources, in particular the HMCIP Report: recommendations, learning points actioned and monitored for impact	Individual feedback Panel feedback Parole Board system changes implemented Multi agency case conferences Interagency recommendations negotiated and evaluated Strategic recommendations negotiated and evaluated	Achieved Achieved Achieved Achieved in June 2007 Achieved in June 2007 Achieved in June 2007

Objective	Action Plan	Indicator/target	Performance
Quality of decision making (continued)			
	External members recruited to Review Committee	Members appointed	Achieved
	Parole Board standards agreed, published and monitored	Quarterly exception reports to ET, Q&S sub-committee and Management Board	Achieved for PARs. Work ongoing on psychology report standards as part of wider review
	Traffic light system/ intensive case management introduced for high risk and high profile cases	DCR and lifer monitoring reports	Intensive case management developed and now being implemented
	Research and statistical analysis identified, prioritised and commissioned. – recall for re-offending, serious sexual and violent re-offending, – failures in open	Priorities agreed Lifer database reports Review Committee database reports	Achieved Ongoing Ongoing
	Review priorities for member interviews	Implement recommendations	Taken forward as part of ICM project
	Review processes for considering requests from prison/probation for insertion or variation of licence conditions or the suspension of parole to ensure that the quality of decisions is sufficiently rigorous	Complete review by 30/4/06	Achieved
	Identify for review cases where prisoners have re-offended sexually or violently while on licence	Average for the year, 95% of files extracted	DCR achieved 100% Lifers not achieved 28%

Objective	Action Plan	Indicator/target	Performance
Casework objectives			
Discretionary conditional release cases (Paper Panels)			
3. Parole applications to be considered by a panel within 25 working days of receipt	Monitor carefully the throughput of cases to ensure that delays are kept to a minimum	Average for the year of 95%	97% * (to December 2006)
4. 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%	97% * (to December 2006)
5. Re-panelled cases to be considered by a panel within 25 working days of receipt from the Post-Panel Team	Monitor carefully the throughput of cases to ensure that delays are kept to a minimum	Average for the year of 95%	73%
6. 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%	68%
7. Ensure that interviews requested by panels are arranged within 2 weeks of receiving notification	Monitor carefully to ensure interviews are held within target	Average for the year of 95%	85%
Recall Hearings (Paper Panels)			
8. Recall cases to be considered by a panel within 6 working days of receipt	Monitor new procedures carefully to ensure that cases are handled within target	Average for the year of 90%	22%
9. 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%	100%
Oral Hearings (Lifer, IPP and ESPs)			
10. To ensure that initial notifications 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 of 80%	84%

* NOMS RDS unable to provide figures for final 3 months of the financial year

Objective	Action Plan	Indicator/target	Performance
11. To ensure precise notifications are issued at least 50 working days before the hearing	Identify the total number of precise notifications issued and the number within target	Average for the year of 80%	90%
12. Increase the number of dossiers received 90 working days before the hearing	Establish and report on the total number of dossiers received and those received within target	Average for the year 80%	38%
13. Increase the number of cases sifted	Maximise the sift procedure so that all cases are sifted 50 working days before the scheduled hearing Also to establish and report on the number of dossiers received early enough for the sift process	Average for the year 50%	56% 44%
14. Ensure that all dossiers are sent to the panel members at least 15 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 60%	65%
15. Notify all parties of panel decisions within 5 working days in all cases	Review processes to see if decisions can be expedited	Average for the year 90%	80%
16. To ensure that all release dossiers are distributed to the database researcher within 5 working days of the decision	To establish a working routine where release dossiers are distributed, and recorded	Average for the year 90%	74%

Objective	Action Plan	Indicator/target	Performance
17. Oral hearings to consider representations against recall will be listed to take place within 55 working days of case being referred by the Home Office	To list oral hearings for representations against recall within set timeframe and pass information to oral hearings team to process	Average for the year of 90%	96%
18. To publish quarterly paper and monthly oral hearing panel rotas	To comply with the timetable	All targets met	100%
19. Ensure all lifer/IPP review referrals are given specific hearing date 3 months in advance of provisional hearing date	Maintain clear record of hearing dates and liaise with oral hearing team to update following the sift decision	Average for the year of 80%	100%
Oral Hearings (Smith and West cases)			
20. Notify all parties of panel decisions within 2 working days	Review processes to see if decisions can be expedited	Average for the year 95%	66%
21. Hold oral hearings within the allotted timescale according to prisoners' release dates	Liaise with NOMS (RRS) to ensure documentation is provided on time	Average for the year 80%	55%
22. Continue to develop the video link pilot to maximise its potential and benefits for all parties	In liaison with NOMS expand the trial to other areas of the Prison estate	Roll out across England and Wales	Achieved
Post-Panel work			
23. To reply to request/complaints from prisoners and to correspondence from members of the public, external agencies within 20 days	Maintain a clear record of when correspondence is received and the reply sent	Average for the year 95%	96%
24. Consult members on requests from prison/probation for insertion or variation of licence conditions, or suspension of parole and take relevant action within 20 working days from receipt of the request	Implement new process	Average for the year 95%	95%
25. 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

Strategic Aim 2 – Resource Management & Accountability

To deliver best value by the appropriate use of available resources and efficient and effective processes and to identify and manage corporate risk.

Objective	Action Plan	Indicator/target	Performance
Realising the full potential of human resources			
26. To develop a HR strategy for members to ensure that the Board has sufficient competent people to fulfil its role	Consultation with members by 31/5/07	To be agreed and implemented by 31/07/06	Achieved
27. Implement the revised membership structure and framework that underpins the selection, training and progression of members in order to make the most effective and efficient use of member resources	Draft paper outlining timescale to implement agreed changes to framework	Report to Management Board by 30/4/06	Achieved
	Establish systems and protocols by which members' progress to undertake additional casework responsibilities	Systems defined and protocols agreed by 30/9/06	Achieved
	Implement changes identified for 2006/7	Relevant changes implemented to meet agreed timescale	Achieved
28. To review the strategy and procedures for the recruitment, selection and retention of staff	Consultation with staff by 31/5/06	Complete review by 30/6/06	Achieved
29. To achieve re-accreditation under IIP	Further mock assessment by 30/6/06	Successful re-accreditation by 31/1/07	Not yet achieved – action plan being implemented
30. To implement PDR system and set up process for review	Monitoring of opening of PDRs by 30/4/06 – Report to Management Board 31/5/06	Opening of 90% of PDRs by 30/4/06 and completion of 90% of mid-year reviews by 30/11/06	New PDR implemented 80% of PDRs opened on time 68% of mid-year reviews on target
	Monitoring of mid-year reviews – Report to Management Board by 31/12/06	Agree process for review by 31/3/07	Achieved
	Consult with managers and staff on review process – draft of how it is to be reviewed to Management Board by 28/2/07		Review took place in May 07

Objective	Action Plan	Indicator/target	Performance
Operational objectives			
31. To manage sick absence levels at below the public sector norm	Monitor compliance with procedure	Public sector norm was 10.3 days	Although at 14.2 days the target was not achieved, this is accounted for by 5 staff being on long-term sick leave
	Monthly reports for Secretariat and Executive Team		
	Quarterly report to the Management Board		
32. Pay undisputed invoices within 30 days of date of invoice	To constantly maintain spreadsheet of invoices received / paid	Average for the year 95%	Achieved
	To create monthly bill payment batch		Achieved
	To report monthly on percentage achieved		95%
	To submit for NAO audit at year-end		Achieved
33. To produce end year financial statements for 2005/06 that will receive certification by the C&AG and produce sufficient assurance of internal control for audit, Prison Service and Home Office purposes	To comply with detailed NAO audit strategy as agreed with Board's Audit & Risk Management Committee	By 31/10/06	Achieved
	To produce Annual Assurance Statement & Report for Departmental Accounting Officer	By 30/6/06	Achieved
	To produce Statement of Internal Control	By 31/5/06	Achieved
	To review internal audit programme and agree with Board's Audit & Risk Management Committee	By 31/12/06	Achieved
34. Review Risk Management strategy and implement changes	To have annual round of consultation with members and staff on risk	By 31/10/06	Achieved
	To hold workshop on reviewing risk register, policy and strategy	By 31/12/06	Achieved

Strategic Aim 3 – Independence, Strategy and Development

To maintain the Board's independence and enhance its public profile whilst managing change.

Objective	Action Plan	Indicator/target	Performance
35. Publish the Board's Annual Report for 2005/06	Prepare timetable and set up editorial board	By 30/04/06	Achieved
	Submit to Management Board and publish	By 1/11/06	Achieved
36. To develop a Business Plan for 2007/08	Hold business planning meetings with staff, members, RRS and LRRS	To publish a Business Plan for 2007/08 by 31/3/2007	Achieved
37. To develop a Corporate Plan for 2007 to 2010	Meet with stakeholders	To publish a Corporate Plan for 2007 to 2010 by 31/3/07	Achieved
38. Develop well defined and consistent corporate identity for Board	Conduct review of corporate identity of Board	Complete review by 31/08/06	Achieved
	Agree plan to implement recommendations of corporate identity review	Agree plan by 30/09/06	Achieved
39. Review and develop Members communication	Conduct review of Members communication	Complete review by 31/05/06	Achieved
	Introduce rationalised and consistent channels of communication	Introduce any changes by 31/07/06	Achieved
40. Develop Board's website, including Members extranet	Appoint consultancy to review navigation and design of website	Appoint by 30/06/06	Achieved
	Complete review and agree plan to implement recommendations	Complete review and agree plan by 30/11/06	Achieved
41. Launch and develop Regional Communication Members network	Provide starter pack to RCMs to establish links to CJ partners	Provide pack by 07/04/06	Achieved
	Use RCMs to launch Annual Report in the regions	Launch report by 01/11/06	Not achieved due to budget shortfall
42. Improve the Board's relations with the media	Set up accessible points of contact for media, including out of hours	Set up by 30/04/06	Achieved
	Set up early warning system for identifying high profile cases	Set up by 31/05/06	Achieved
	Provide statements and briefings for journalists on all high profile cases	Provide briefing material in 100% of high profile cases	Achieved to date

Determinate sentence statistics

Statistics have been produced by the Ministry of Justice Research Development and Statistics Directorate unless otherwise stated

Summary of determinate sentence cases considered by the Parole Board 2001/02 – 2006/07

England and Wales Parole Board cases	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07
Cases considered	5,514	6,012	6,038	7,297	7,528	6,923
Recommended for release	2,791	3,175	3,206	3,794	3,718	2,478
Percentage of cases considered recommended for parole	50.6%	52.8%	53.1%	52.0%	49.4%	35.8%

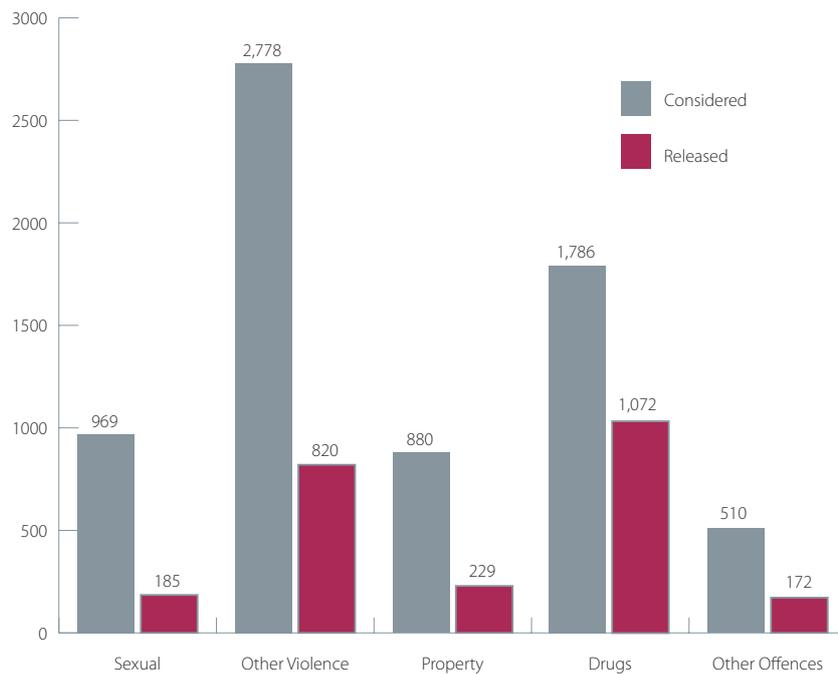
Summary of DCR cases heard by oral hearing 2006/07

England and Wales oral hearings	2006/07
Cases considered	10
Release directed	3
Percentage of cases where release directed	30%
Release not directed	7
Percentage of cases where release not directed	70%

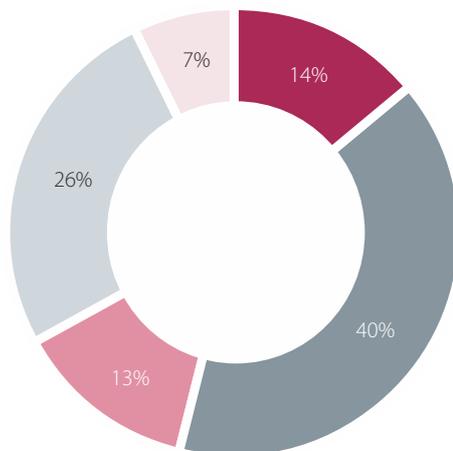
Summary of extended sentence for public protection (EPP) cases considered by the Parole Board 2006/07

England and Wales Parole Board cases	2006/07
Cases considered	934
Recommended for release	91
Percentage of cases considered recommended for parole	9.7%

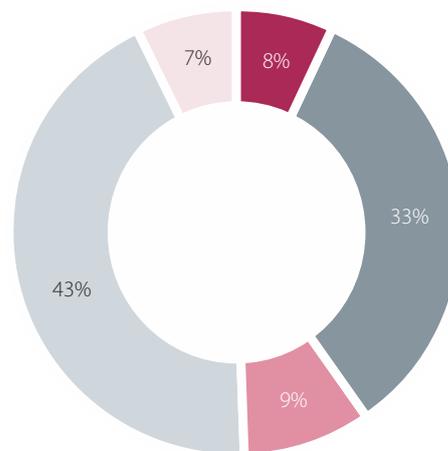
**Determinate sentence cases considered and released:
by offence 2006/07**



Determinate sentence cases – Considered

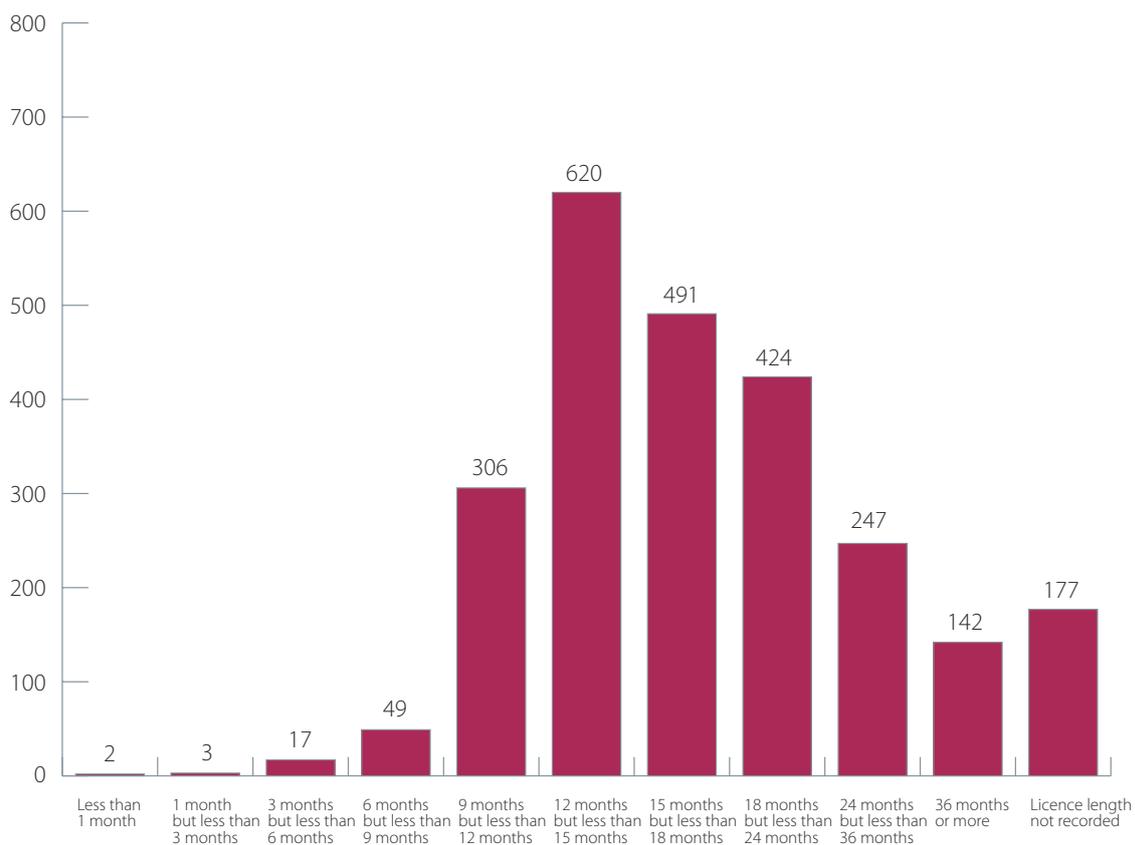


Determinate sentence cases – Released



Sexual Other violence Property Drugs Other offences

All determinate sentences – Cases released 2006/07 by length of licence



The licence runs from the parole date to the licence expiry date and for Discretionary Conditional Release cases includes the non-discretionary period after the non-discretionary period after the non-parole release date (between the two thirds and the three quarters points of the sentence, or for some sex offenders, to the end of the sentence).

Prisoners on parole from determinate sentences 2001/02 – 2006/07

Year	Average number on parole
2001/02	3,000
2002/03	3,200
2003/04	3,600
2004/05	4,034
2005/06	4,683
2006/07	4,285

Persons recalled from parole from determinate sentences, by reason for recall 2004/05 – 2006/07

Reasons for recall*	Number of recalls		
	2004/05	2005/06	2006/07
Further offences	265	302	246
Being out of touch	199	242	201
Hostel: failure to reside/comply	70	109	203
Other reasons	178	340	564
All reasons	712	993	1,214

*Those with a missing reason for recall have been estimated.

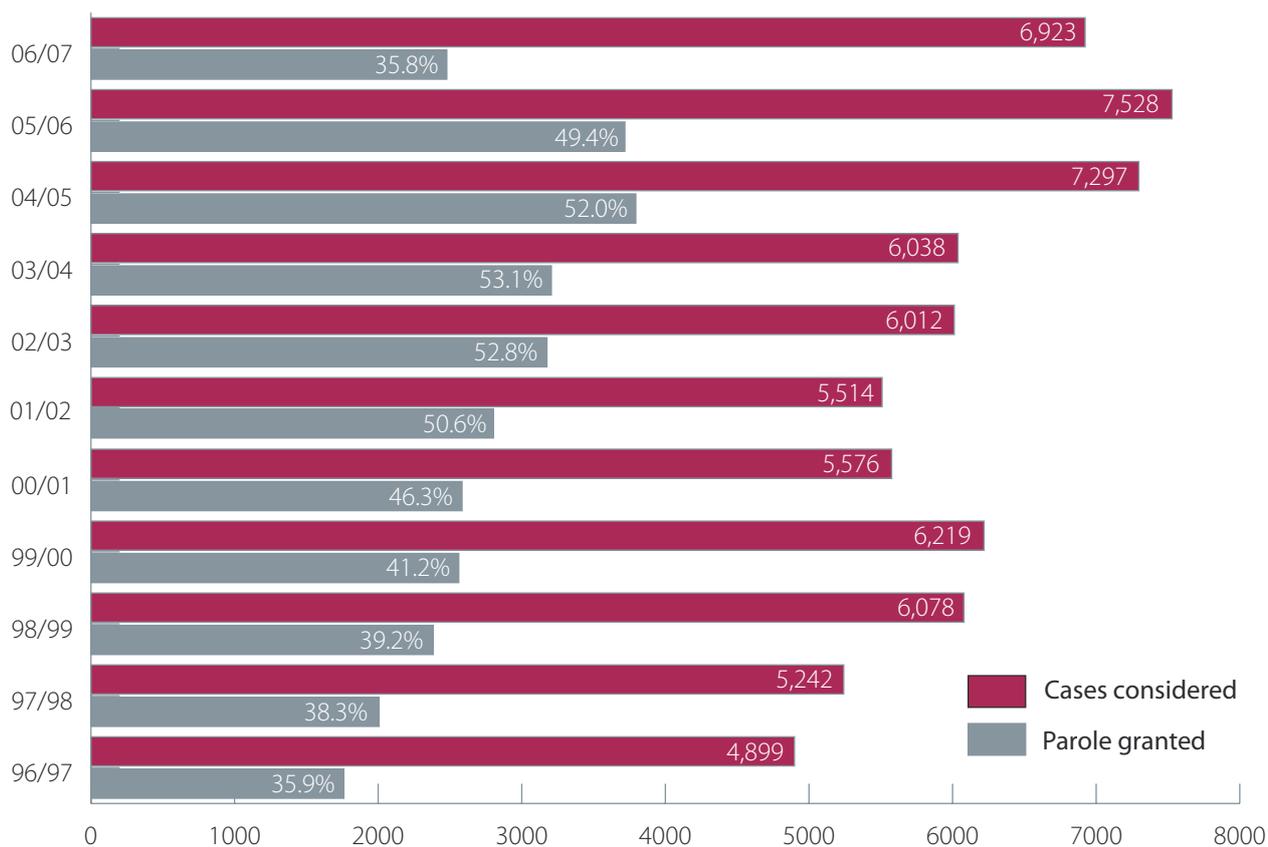
Prisoners on parole from determinate sentences recalled 1995/96 – 2006/07

	Number recalled	Recall as a % of average number on parole
1995/96	205	11.2
1996/97	233	11.7
1997/98	190	8.2
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

Summary of recall cases 2005/06 – 2006/07

	Number of recalls 2005/06	Number of recalls 2006/07
Emergency recalls	1,665	3,032
Immediate recalls	7,013	8,199
Reps after recall	618	34
Total	9,296	11,265
Total cases considered by the Parole Board including further reviews		14,669

Determinate sentence parole reviews and decisions 1996/97 – 2006/07



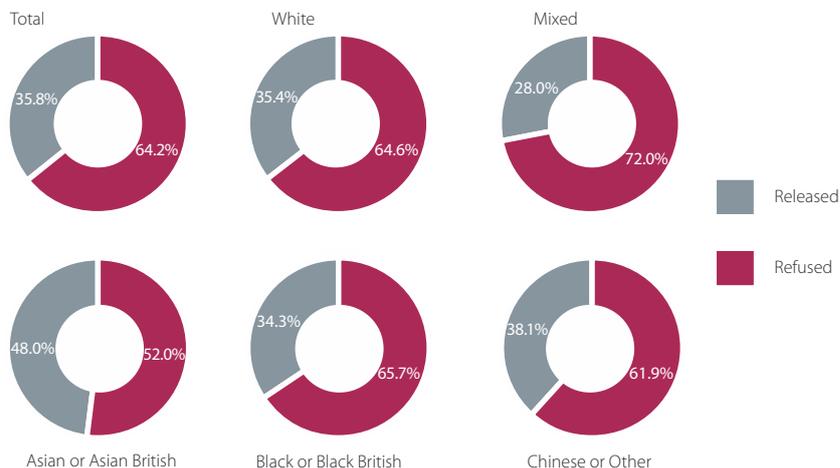
Challenges / Complaints – 2005/06 – 2006/07

	Number	
	2005/06	2006/07
New information which might affect the decision to grant parole	199	148
Challenges/complaints against the panel's decision	257	174
Other challenges/enquiries	282	685
Requests for advice from the Release and Recall section concerning the panel's decision	17	139
Requests for non-standard licence conditions to be inserted/varied/removed	1,256	1,630
Miscellaneous including Freedom of Information and Data Protection enquiries	52	128
Other complaints	5	81
Total	2,068	2,985
Reply sent within 20 working days	98%	97%

DCR cases considered and released on parole by ethnic group, 2006/07

	All sentences
Total*	
Considered	6,923
release	2,478
% Released	35.8%
White	
Considered	5,123
release	1,813
% Released	35.4%
Mixed	
Considered	211
release	59
% Released	28.0%
Asian or Asian British	
Considered	427
release	205
% Released	48.0%
Black or Black British	
Considered	1,086
release	372
% Released	34.3%
Chinese or other	
Considered	42
release	16
% Released	38.1%

*In 33 cases the ethnic group was unrecorded or listed under the 1991 census code.



Indeterminate sentence statistics

Statistics have been produced by the Parole Board unless otherwise indicated

Summary of mandatory, discretionary and automatic life sentence prisoners and Her Majesty's pleasure detainees considered by oral hearing 2002/03 – 2006/07

England and Wales oral hearings	2002/03*	2003/04*	2004/05*	2005/06	2006/07
Cases considered	495	1,018	1,341	1,195	1,421
Release directed	91	254	290	270	207
Percentage of cases where release directed	18%	25%	21%	23%	15%
Release not directed	350	627	896	723	830
Percentage of cases where release not directed	71%	62%	67%	61%	58%
Adjourned	54	137	155	202	384
Percentage of cases adjourned	11%	13%	12%	17%	27%
Transfer Category D recommended	85	226	211	175	169

*Includes extended sentence prisoners

Summary of indeterminate for public protection (IPP) cases considered by oral hearing 2006/07

England and Wales oral hearings	2006/07
Cases considered	74
Release directed	6
Percentage of cases where release directed	8%
Release not directed	44
Percentage of cases where release not directed	59%
Adjourned	24
Percentage of cases adjourned	32%
Transfer Category D recommended	2

Summary of extended sentences cases considered by oral hearing 2005/06 – 2006/07

England and Wales oral hearings	2005/06*	2006/07*
Cases considered	317	326
Release directed	114	54
Percentage of cases where release directed	36%	17%
Release not directed	162	167
Percentage of cases where release not directed	51%	51%
Adjourned	41	105
Percentage of cases adjourned	13%	32%

*Prior to 2005/06 extended sentence prisoner cases were included with lifer oral hearings

Cases sifted to see if they can be resolved without an oral hearing

England and Wales oral hearings	2003/04	2004/05	2005/06	2006/07
Number of cases sifted	295	351	609	502
Number resolved without an oral hearing	124	154	178	149
Savings to the Board	£155,500	£223,800	£224,400	£217,000

Summary of life sentence prisoners and Her Majesty's detainees considered by paper panel 2002/03 – 2006/07

England and Wales life sentence prisoners	2002/03	2003/04	2004/05	2005/06	2006/07
Cases considered	673	654	273	249	283
Recommended for release	126	139	59	37	8
Percentage of cases where release recommended	19%	21%	22%	15%	3%
Release not recommended	522	469	209	209	259
Percentage of cases where release not directed	78%	72%	77%	84%	91%
Deferred for further consideration	25	46	5	3	16
Percentage of cases deferred for further consideration	4%	7%	2%	1%	6%

Advice cases considered by paper panel 2002/03 – 2006/07

England and Wales life sentence prisoners	2002/03	2003/04	2004/05	2005/06	2006/07
Cases considered	206	355	352	224	122

*Life licensees recalled to prison, 2002/03 – 2006/07

England and Wales life licences	2002/03	2003/04	2004/05	2005/06	2006/07
Numbers recalled	30	52	90	140	178

*Source - Lifer Review and Recall Section, Home Office

*Life licensees recalled to prison: by reasons for recall 2006/07

Reasons for recall	2006/07
Allegations of sexual or violent offending	71
Allegations of non-violent offending	26
Breach of licence	50
Deterioration of behaviour	104
Total number recalled	178

*Source - Lifer Review and Recall Section, Home Office - In some cases more than one reason was given for recall

*Life licensees under active supervision 2003/04 – 2006/07

Year	Average number under supervision
2003/04	1,350
2004/05	1,368
2005/06	1,495
2006/07	1,622

* Source - Lifer Review and Recall Section, Home Office

Summary of “Smith and West” recall cases considered by oral hearing 2005/06 – 2006/07

England and Wales oral hearings	2005/06	2006/07
Cases considered	388	674
Recall confirmed release immediately	134	113
Recall confirmed release at specified date	138	356
Recall confirmed review at specified date	27	63
Recall confirmed decline to set a review date	37	63
Percentage of cases where recall confirmed	86%	88%
Recall rejected release immediately	6	11
Recall rejected release at specified date	1	1
Recall rejected review at specified date	-	-
Percentage of cases where recall rejected	2%	2%
Deferred/adjourned at hearing	45	67
Percentage of cases adjourned/deferred at hearing	12%	10%

Membership of the Parole Board between 1 April 2006 and 31 March 2007

Professor Sir Duncan Nichol, CBE	Chairman from March 2004. Chief Executive of the NHS from 1989 to 1994. 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 Hon Mr Justice Neil Butterfield	High Court Judge (Appointed June 2003). Vice-Chairman from November 2004
Lindsay Addyman, JP	Former Assistant Prisons' Ombudsman. Member of Home Secretary's Advisory Board on Restricted Patients and Chairman, BOV, HMP Full Sutton. Part-time Independent Member Parole Board 1987 to 1991. Full-time Parole Board Member 1992-1998. (Appointed July 2000)
Dr Akintunde Akinkunmi, MB, LL.M., MRCPsych	Consultant Forensic Psychiatrist, West London Mental Health NHS Trust, (Appointed July 2002)
Dr Michael Alcock	Consultant Forensic Psychiatrist, Marlborough House Regional Secure Unit, Buckinghamshire Mental Health NHS Trust. (Appointed July 2002)
Dr Ann Barker, MRC Psych, MPhil	Consultant Forensic Psychiatrist, the Bracton Centre, Bexley, Kent. (Appointed September 2001). (Deceased August 2006)
Dr Claire Barkley, MBChB, MSc, MHSM, FRC Psych	Consultant Forensic Psychiatrist. Director of Women's Forensic Health Service, West Midlands. Hon Senior Clinical Lecturer University of Birmingham. (Appointed September 2001)
Miss Fiona Barrie	Solicitor. Part-time member of the Mental Health Review Tribunal. Deputy District Judge (Magistrates' Courts) and fee paid Immigration Judge (Appointed July 2003)
Mr Arnold Barrow	Parole Board Probation Member from June 1994 to July 2000. Former Area Manager, Victim Support, Suffolk; formerly Chief Probation Officer for Suffolk. Vice Chairman of Langley House Trust. Consultant in Social Justice. (Appointed July 2003)
His Hon Judge Keith Bassingthwaite	Retired Circuit Judge. Resident Judge Guildford Crown Court 2000 to 2003 and Member of Surrey Probation Committee. President, Independent Tribunal Service (now Appeals Service) for England, Scotland and Wales 1994 to 1998. (Appointed July 2004)
His Hon Judge George Bathurst Norman	Retired Senior Circuit Judge since 1997. Circuit Judge 1986 to 1997. Metropolitan Stipendiary Magistrate 1981 to 1996. (Appointed July 2004)
His Hon Judge Peter Benson	Circuit Judge, Bradford Crown Court. (Appointed July 2003)

His Hon Judge Inigo Bing	Circuit Judge, Snaresbrook Crown Court since 2000. Formerly a Metropolitan Stipendiary Magistrate (1989 to 2000). (Appointed July 2002)
His Hon Judge Peter Birts QC	Circuit Judge, Snaresbrook Crown Court since 2005. Legal Member of Mental Health Tribunal since 1994. (Appointed July 2006)
Dr Dawn Black, MSc, MD, FRCPsych	Consultant Psychiatrist, Medical Member, Mental Health Review Tribunal. (Appointed March 2006)
Dr Linda Blud	Chartered Forensic Psychologist. Director, LMB Consultancy, Ltd. (Appointed July 2004)
Ms Maggie Blyth, BA (Hons), MA (Ed)	Former Senior Civil Servant with National Youth Justice Board 2001 to 2005. Head of Youth Offending Service 1998 to 2001, manager in Inner London Probation Service 1990s. Currently advisor to YJB on serious incidents and independent criminal justice consultant. (Appointed July 2005)
Ms Carol Bond, BSc(Hons), MSc, C Psychol, AFBpS	Head of Psychology, Churchill Gisburn Clinic, Gisburn, formerly North West Area Psychologist HM Prison Service. (Appointed July 2005)
Mr Nigel Bonson, MA (Exon)	Formally a Chief Inspector with Greater Manchester Police, completed long secondments to regional and central government departments focussing on crime reduction and regeneration. A qualified trainer and Neighbourhood Renewal Advisor. (Appointed July 2005)
Mary Bowden	Former Director, Home Office Immigration and Asylum Appeals. Regional Director, Greater London Magistrates' Courts Authority. Currently Pastoral Assistant at Christ Church, Gipsy Hill, South London. (Appointed July 2006)
Ms Louise Bowers, BSc (Hons), MSc, CPsychol, CSci, AFBPsS	Chartered Forensic Psychologist and Associate Fellow of the British Psychological Society. Formerly Principal Forensic Psychologist with HM Prison Service and South West London and St George's Mental Health NHS Trust. Currently working in private practice. (Appointed July 2003).
Mrs Sally Brady	Formerly Assistant Chief Probation Officer Lincolnshire. Past member LRC HMP Hull. (Appointed July 2000) (Retired September 2006)
Professor Hugh Brayne	Solicitor, fee paid member of Tribunal Service working in immigration, mental health, and social security jurisdictions; visiting professor of Law Thames Valley and Portsmouth Universities; member of the Secretary of State's Consultative panel on Legal Services; freelance education consultant. (Appointed July 2005)
Ms Sarah Brimelow BA (Hons), Msc	Current HR Advisor, Youth Justice Board and independent consultant. Former Head of Quality and Standards, Victim Support. Member of Victims Advisory Panel. (Appointed July 2006)
Mr David Brown, JP, FRICS, MCI Arb	Vice-President of the Eastern Rent Assessment Panel. Consultant Surveyor to Pygott & Crone. (Appointed July 1999) (Retired September 2006)
His Hon Judge Mark Brown	Circuit Judge, Liverpool Crown Court. (Appointed July 2003)
Graham Bull	Solicitor (non-practising). Former Corporate Director, Norfolk District Council. Chair designate, Norfolk Probation Board. (Appointed July 2006)

His Hon Judge Quentin Campbell	Metropolitan Stipendiary Magistrate (1981 to 95). Circuit Judge since 1996. Legal Member Mental Health Review Tribunal 1997. (Appointed July 2000) (Retired September 2006)
Mrs Margaret Carey, MBE, JP	Founder Director of the Inside Out Trust. Chair of the Restorative Justice Consortium. Awards Panel, the Butler Trust. (Appointed July 2003)
Mr John Chandler, CBE, C Eng, FRAeS	Former Royal Air Force Officer. Currently Director of Care and Support PSP Association and Trustee Officers Association.
His Hon Judge Peter Charlesworth	Retired Circuit Judge. North-Eastern Circuit, based at Leeds Crown Court. (Appointed July 2005)
Dr L P Chesterman, MB, BS, BSc, MRCP, MRCPsych, Dip. Criminol, Dip. For. Psychiatry	Consultant Forensic Psychiatrist, Ty Llywelyn Medium Secure Unit & Honorary Senior Lecturer. (Appointed September 2001)
Dr Barry Chipchase, MB, ChB, MRCPsych, MBA	Consultant in Adolescent Psychiatry. Newcastle General Hospital. (Appointed July 2002)
Dr Derek Chiswick, MB, ChB, MPhil, FRC Psych	Consultant forensic psychiatrist at Royal Edinburgh Hospital. Former member of Home Office Advisory Board on Restricted Patients. (Appointed March 2006)
Alison Clark	Solicitor (non-practising), Former Head of Criminal Justice Unit, Durham Crown Prosecution Service. (Appointed July 2006)
His Hon Judge Gerald Clifton	Circuit Judge since 1992, Liverpool Combined Court and Central Criminal Court. (Appointed July 2004)
Ms Tia Cockrell	Barrister. Formerly a member of the Government Legal Service at the Attorney General's Chambers. (Appointed July 2000)
His Hon Judge Nicholas Coleman	Circuit Judge: appointed 1998. Resident Judge: Peterborough Combined Court: June 2001. (Appointed July 2004)
His Hon Judge Colin Colston, QC	Barrister, 1962, QC 1980. Circuit Judge (St Albans Crown Court) 1983 to 2003. Deputy Circuit Judge 2003 – (Appointed July 2004)
Ms Andrea Cook, OBE, BA (Hons), MA	Specialist in consumer and regulatory affairs. Chair of Consumer Council for Water (northern region and member of Board). Vice-Chair Ethics and Governance Council, UK Biobank. Board member of the Law Society's Consumer Complaints Service (Appointed July 2005)
Mr Tom Cook	Former Deputy Chief Constable West Yorkshire Police and Advisor to the Inquiry into the death of Stephen Lawrence. (Appointed July 2000)
Dr Rosemarie Cope, MB, ChB, FRCPsych	Consultant Forensic Psychiatrist and former Clinical Director of the Forensic Directorate, Birmingham and Solihull Mental Health NHS Trust. (Appointed March 2006)
Mr Gerry Corless, CBE	Former Local Authority Chief Executive – Southwark, Sefton and West Glamorgan. Formerly Chairman of Board of Housing for Wales. Commissioner for the Rights of Trade Union Members Area Manager – 2001 Census. (Appointed July 1999) (Retired September 2006)

His Hon Judge Graham Cottle	Circuit Judge. (Appointed July 2002)
Dr Paul Courtney, MRC, Psych	Consultant Psychiatrist, Hampshire Partnership NHS Trust. (Appointed March 2006)
Mr Malcolm Davidson, BA (Hons), BSc, MSc	Probation Officer, National Probation Service – North Yorkshire. (Appointed July 2005)
Miss Susan Davies	Barrister-at-Law. Former Crown Prosecutor for Wiltshire and Thames Valley Legal Member – Mental Health Review Tribunal. (Appointed July 2005)
Ms Elizabeth Derrington	Solicitor and Mediator. Independent Complaints Adjudicator for Ofsted and the Adult Learning Inspectorate, Independent Complaints Reviewer for the Land Registry and the Northern Ireland Youth Justice Agency, Appeal panel member, Chartered Institute of Management Accountants, Former Magistrates’ Courts Inspector, Senior Crown Prosecutor, Deputy Justices Clerk. (Appointed July 2005)
Ms Jo Dobry	Barrister and journalist. Formerly, member of the Police Complaints Authority and BBC Radio 4 producer. (Appointed September 2001)
His Hon Judge Paul Dodgson	Circuit Judge since 2001, Southwark Crown Court. (Appointed July 2003)
Mr Roland Doven, MBE, JP	Lay Associate Member, The General Medical Council. Freelance Consultant in Philanthropy. Board Member, The Big Lottery Fund. (Appointed September 1997) (Retired September 2006)
Miss Amy Edwards	Assessor, Civil Service Selection Board, Cabinet Office. Formerly Senior Civil Servant, Home Office, Prison Service, Department of Health. (Appointed July 2005)
His Hon Judge Esmond Faulks	Circuit Judge, Newcastle upon Tyne. (Appointed July 2002)
His Hon Judge Fabyan Evans	Retired Circuit Judge. Resident Judge at Middlesex Guildhall Crown Court 1995 to 2005. (Appointed July 2005)
Kim Evans	Executive Director at Arts Council, England. Formerly Head of Music and Arts, BBC. (Appointed July 2006)
Mr Rick Evans	Former Senior Civil Servant at Home Office and Department for Constitutional Affairs. Chartered Occupational Psychologist and part-time management consultant. (Appointed July 2005)
Dr Matthew Fiander	Honorary Senior Lecturer in Forensic Mental Health, St George’s, University of London. Lay Member Mental Health Review Tribunal. (Appointed July 2002)
His Hon Judge Peter Fingret	Circuit Judge since 1992. Stipendiary Magistrate 1982 to 1992. Legal Member Mental Health Review Tribunal since 1994. (Appointed July 2003)
Mrs Sian Flynn	Freelance fundraising consultant. Trustee National Network for the Arts in Health. Trustee Youth Music Theatre UK. Former Chairman Ashford and St Peters NHS Trust. (Appointed July 2005)
His Hon Judge Giles Forrester	Senior Circuit Judge, Central Criminal Court. (Appointed July 2002)

Caroline Friendship, BSc (Hons), MSc, PhD, C Psychol, AFBpS	Chartered Forensic Psychologist in private practice. Formerly Principal Psychologist with HM Prisons Service and Home Office. (Appointed July 2006)
Mrs Diana Fulbrook	Chief Officer, Wiltshire Probation Area. (Appointed September 2001)
Mrs Jane Geraghty	Chief Officer Nottinghamshire Probation Area. Non-Executive Director Nottinghamshire Mental Health Trust. (Appointed September 2001)
Dr Elizabeth Gilchrist	Chartered Forensic Psychologist. Reader in Forensic Psychology, University of Kent. Researcher and Practitioner in Forensic Psychology. (Appointed July 2004)
Dr Steve Goode, CBE	Regional Offender Manager, West Midlands (NOMS). Former Chief Officer of Derbyshire Probation Service. Fellow Royal Society of Arts. (Appointed July 2000) (Retired September 2006)
His Hon Judge David Griffiths	(Appointed July 2005)
Professor John Gunn, CBE, MD, FRC Psych, F Med Sci	Emeritus Professor of Forensic Psychiatry, KCL. Member of Home Secretary's Advisory Board on Restricted Patients 1982-1991, Chairman, Faculty of Forensic Psychiatry, Royal College of Psychiatrists 2000-2004. (Appointed March 2006).
Her Hon Judge Carol Hagen	Circuit Judge. Appointed 1993. Legal Member Mental Health Review Tribunal from July 2001. (Appointed July 2004)
James Haines	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 Robert Halsey	Consultant Clinical and Forensic Psychologist, North London Forensic Service, Chase Farm Hospital, Enfield, Middlesex. (Appointed July 2004)
John Harding, CBE	Visiting Professor in Criminal Justice Studies, Hertfordshire University. Chairman Addaction, UK. Chairman, Youth Advocates Programme, UK. Board member Youth Advocates Programme USA. Member Of Homicide Law Review Action Group since 2005. Former Chief Probation Officer, Inner London. (Appointed July 2000) (Retired September 2006)
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 to 1999. Appointed to the Circuit Bench September 1999. (Appointed September 2001)
Peter Haynes	Former Assistant Chief Officer, Sussex Probation Area. Performance Advisor, Office of Criminal Justice Reform, part-time independent member. (Appointed July 2006)
His Hon Judge Philip Head	Circuit Judge, Leicester Crown Court since 2004. (Appointed July 2006)
Matthew Henson BA, MSc, PgD, Adv Dip Ex Psych	Psychotherapist. (Appointed July 2005)

Mrs Debbie Hill	Senior Probation Officer with Hereford and Worcester Probation Service 1997 to 2000. District Team Manager with West Mercia Probation 1997-2005. (Appointed July 2003)
Ms 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)
Her Hon Judge Estella Hindley, QC	Birmingham Crown and County Courts. (Appointed August 1998)
Miss Julia Holman	Solicitor, Legal Member Mental Health Review Tribunal. (Appointed July 2002).
Mrs Elizabeth Housden, BA, MSc	Management Consultant. Former HR Director in voluntary sector. Probation Board Member, Lancashire. (Appointed July 2005)
Mr 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 S.E. 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)
Dr Chris Hunter, MB, BS, FRCPsych	Consultant Forensic Psychiatrist. Formerly Clinical Director of South Wales Forensic Mental Health Service and Advisor in Forensic Mental Health Service and Advisor to the Welsh Assembly Government. Medical member of the Mental Health Review Tribunal for Wales. (Appointed June 1995)
Mr John Jackson, MA, FCIS	Clerk to the Governors, Dulwich College. Formerly Company Secretary British Gas Plc. Member, Solicitors Disciplinary Tribunal Lay Assessor, National Patient Safety Agency. Former member IMB HMP Highdown. (Appointed July 2005)
Ms Kyrie James, BA, MA, M Phil (Cantab)	Solicitor-Advocate (non-practising) previously in private practice specialising in judicial review. Formerly a Magistrate and NHS Non-Executive Director and Criminology Lecturer. Full time legal member on the Executive Team and founding member of Review Committee (2003-2006). 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).
His Hon Judge Geoffrey Kamil	Circuit Judge, Bradford Crown Court and Leeds Civil Hearing Centre. Member of Judicial Studies Board, Equal Treatment Advisory Committee and Family Committee (Appointed July 2000)
Ms Mary Kane, JP	Solicitor. Legal Member of the Mental Health Review Tribunal. Appraiser and Mentor for the Mental Health Review Tribunal. Legal member of the Special Educational Needs and Disability Tribunal. Family Mediator. Deputy Traffic Commissioner. Legal member of the Postgraduate Medical Education and Training Appeal Board. Trustee of the British Institute of Human Rights. (Appointed July 1996) (Retired September 2006)

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)
Mr Andrew Keen	Solicitor. Legal Member of the Mental Health Review Tribunal. (Appointed July 2003)
Mr William Khan	Barrister, Formerly Head of Eastbourne Chambers. Part-time Immigration Adjudicator, Immigration Appeals. Previously a member of the Kent and Sussex Criminal Justice Liaison Committee. (Appointed July 2000) (Retired September 2006)
Ms Assia King	Member of Appeals Service. Voluntary sector background working with a variety of social issue based organisations. (Appointed August 1998)
Professor Roy King	Professor and Senior Research Fellow, Institute of Criminology, University of Cambridge. Founder Member of Parole Board 1968-71. (Appointed September 2001)
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 Sukhjeet Singh Lally MBCHB, MMedSc MRCPsych	Consultant Forensic Psychiatrist, Oxford Clinic 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)
Ms Susanna Jane Lewis JP	Independent Arbitrator. Independent advisor to DEFRA. Independent Chairman of Certification Committee for UK Organic Standards. Project Manager. Financial Advisor/Strategist (Charities). (Appointed July 2005)
Mrs Sarah Lightfoot	Full-time Member and Director of Performance and Development. Previously Management Consultant. (Appointed September 2003)
Mr Robin Lipscombe, JP	Magistrate, North Herts Bench. Chair, Hertfordshire Probation Board. Previously Vice Chairman, Hertfordshire Police Authority. (Appointed July 2000)
Ms Rachael Loveridge	Former Senior Probation Officer, National Probation Service for England and Wales (Hampshire Area). (Appointed July 2003)
Mrs Susan Lytton	Children's Guardian, Former Probation Officer, Lay Member MHRT, Independent Practitioner in Family Proceedings Courts.
His Hon Judge Kerry Macgill	Circuit Judge. (Appointed September 2001)
The Hon Mr Justice Colin Mackay	High Court Judge. (Appointed July 2005)
Dr Dave Mawson, MB, BS, DPM, FRCPsych	Retired Consultant Forensic Psychiatrist. Formerly Medical Director, Broadmoor Hospital. (Appointed June 1995)

His Hon Judge Patrick McCahill, QC	Barrister (1975) QC (1996). Mental Health Review Tribunal (2000). Circuit Judge assigned to the Midland Circuit – (2001). (Appointed July 2004)
Miss Linda McHugh	Management Consultant. Board Member and former Vice-Chairman, Community Housing Group. Trustee of Nacro, Board Member NCE. (Appointed July 2002)
Mr John McNeill, BA (Hons), MSc, LLM, M Phil	Member Risk Management Authority for Scotland. Independent Member Civil Nuclear Police Authority. Formerly Probation Officer and Governor, Northern Ireland. Governor, Scottish Prison Service. Chief Executive SACRO. Deputy Director/Acting Director Scottish Prison Service. Member of Probation Board for Northern Ireland. (Appointed July 2005)
His Hon Judge Christopher Metcalf	Circuit Judge. (Appointed July 2001)
His Hon Judge John Milmo, QC, MA, LLB	Circuit Judge. (Appointed July 2005)
Andrew Mimmack	Barrister, Justices' Clerk since 1984. Past President of The Justices' Clerks' Society. (Appointed July 2006)
Ms 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)
Miss Anne Molyneux	Solicitor. Recorder. Shadow Trustee Tomorrow's People. (Appointed July 2003)
Ms Angela Montgomery	Solicitor/Secretary, Humberside Probation Service. Formerly Crime and Disorder Solicitor for Liverpool and Salford City Councils. (Appointed July 2000) (Retired September 2006)
Mrs Heather Morgan	Solicitor. Legal Member Mental Health Review Tribunal. Chairman, Exeter Community Initiatives. (Appointed July 1999)
His Hon Judge David Wynn Morgan	Circuit Judge, Cardiff Crown Court. (Appointed July 2002)
His Hon Judge Ronald Moss	Metropolitan Stipendiary Magistrate 1984-1993. Circuit Judge 1993, presently at Harrow Crown Court). (Appointed July 2006)
Mr Michael Mulvany	Independent Training and Consultancy provider to Criminal Justice System organisations. Formerly, Director, Rotherham Alcohol Advisory Service; Lecturer, Leeds Metropolitan University; Assistant Chief Probation Officer, Merseyside; Senior Probation Officer; South Yorkshire; Probation Officer, Lancashire. (Appointed July 2005)
Mr David Mylan	Solicitor. Part-time Legal Member MHRT. Law Society Assessor for MHRT Panel Membership. (Appointed September 2001)
Mr Paul Nicholson, JP	Magistrate, City of Newcastle upon Tyne. Former Chairman Thames Valley Magistrates' Courts Service. Deputy Chairman, Key Holdings PLC. (Appointed July 2000)

Mr Glyn Oldfield	Former Police Superintendent and Head of Staffordshire Police Operations Division. Currently a Professional Conduct Consultant. (Appointed July 2005)
Mrs Tanya Ossack	Barrister. Formerly Government Information Officer. (Appointed July 2003)
Ms Sarah Page	Barrister. Head of Legal Services for the Nursing and Midwifery Council. (Appointed in July 2003)
Mr Graham Park, CBE	Consultant Solicitor in Private Practice. Member of the Criminal Injuries Compensation Appeals Panel. Legal Member of the Mental Health Review Tribunal. (Appointed July 2003)
Mrs Barbara Parn	Assistant Chief Officer, Warwickshire Probation Area (2000-2004) Currently seconded to NOMS as the C-NOMIS Business Change Manager. (Appointed July 2003)
Nicholas 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, MRCP, 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)
Mr Tony Pembroke, JP	Formerly a Manager with IBM UK Ltd. (Appointed August 1998)
Mr 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 Regional Manager (West of Midlands Region) Performance and Improvement Directorate, National Offender Management Service. (Appointed July 2005)
The Hon Mr Justice Christopher Pitchers	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)
Mr Arthur Price-Jones, LLB	Solicitor (retired). Former Town Clerk of Leicester City Council. Past Member of the Council of The Law Society. Former part-time member of the Police Complaints Authority. Member Appraiser 2002 -. (Appointed 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)
Mr Tony Raban, MA, MBA	Former Chief Probation Officer Leicestershire & Rutland Probation Area (1999-2001). Regional Probation Manager East Midlands (2001-2006). (Appointed July 2005)
Mr Malcolm Rae, OBE, FRCN	Former Nursing Officer Mental Health and Forensic Psychiatry, The 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 Judge Martin Reynolds	Circuit Judge, Snaresbrook Crown Court and Central London Civil Justice Centre. Legal Member, Mental Health Review Tribunal. (Appointed July 2006)
His Hon Judge Stephen Robbins	Circuit Judge since 1994. President Mental Health Review Tribunal since 1995. (Appointed September 2001)
His Hon Judge Mervyn Roberts	Circuit Judge, South Eastern Circuit. Appointed November 1999. Member Criminal Injuries Compensation Board 1996-1999. (Appointed July 2002).
His Hon Judge William Rose	Circuit Judge. (Appointed July 2004)
Andrew Rutherford	Emeritus Professor of Law and Criminal Policy, University of Southampton. (Appointed September 2001)
Mr John Sadlik, JP	Lord Chancellor's Advisory Sub-Committee for North Durham. Member of Employment Tribunals Panel. Member of Rent Appeal Tribunal Panel. (Appointed July 1996) (Retired September 2006)
Dr Gwyneth Sampson	Consultant Psychiatrist. Medical Member Mental Health Review Tribunal. (Appointed July 2002)
Mr Peter Sampson	Former Chief Probation Officer, South Wales; Avon; Gwent (1993-2003). Vice-Chair Gwent Healthcare NHS Trust. Member Gwent Courts Board. Director Rowen Consultants. (Appointed July 2005)
His Hon Judge John Samuels QC	Retired Circuit Judge. Now a Deputy Circuit Judge. Chairman of the Criminal Sub-Committee, Council of Circuit Judges 2002-2006. Bencher of Lincoln's Inn. (Appointed July 2005)
Her Hon Judge Audrey Sander	Retired Circuit Judge. Legal Member Mental Health Review Tribunal. (Appointed July 2000) (Retired September 2006)
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 Judge John Sessions	Officer in the Royal Navy 1959-1981. Circuit Judge from 1992, SE Circuit. Judge Advocate of the Fleet from 1995. (Appointed July 2005)
Ms Jo Shingler, BSc(Hons), MSc, C Psychol, AFBPsS	Chartered Forensic Psychologist and Associate Fellow of the British Psychological Society. Formerly Senior Psychologist in Prison and Probation Services. Currently working in private practice, including for the Probation Service and Social Services (Appointed July 2003, deferred until July 2004)
Dr Alan Smith, BSc(Hons), MB, Ch B, M Phil, MRC Psych	Consultant Forensic Psychiatrist, Addenbrooke's Hospital, Cambridge. (Appointed July 2002)

Mrs Susan Smith	Former Journalist and Communications Director. Independent Complaints Investigator (Social Care) and 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)
Mrs 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)
Mr Nigel Stone	Senior Lecturer in Criminology and Criminal Justice, University of East Anglia. (Appointed September 1997)
Miss Carol Swaffer LLB	Solicitor. Specialist in competition law, advising both in private practice and the public sector. (Appointed July 2005).
Dr Marion Swan, MB, BS, FRC Psych, BA	Consultant Forensic Psychiatrist. Parole Board Member 1992 to 1998. (Appointed July 2000)
Ms Barbara Swyer	Probation Senior Commissioning Manager, South East Region, on secondment from role as Director of Commissioning for Hampshire Probation Area. (Appointed July 2003)
Mrs Kay Terry	Victim Support and Witness Service Consultant. Former Social Policy Researcher and Author. Board Member, Wiltshire Probation Service. (Appointed July 2002)
Mrs Elana Tessler	Former Senior Probation Officer, National Probation Service, Dorset. Lay Associate Member, the General Medical Council. (Appointed July 2005)
Professor Anthony Thake, JP	Visiting Professor of Health and Social Sciences, Middlesex University. Mental Health and Substance Misuse Adviser to the Department of Health, NHS and European Commission. Trustee of Mental Health Foundation. Director of Equalities, Barnet, Enfield and Haringey Mental Health NHS Trust. (Appointed July 2005)
Mr 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. (Appointed July 2002)
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	Circuit Judge appointed 1992. (First appointed Parole Board September 1997. Re-appointed July 2005)
Mrs Susan Vivian-Byrne	Consultant Clinical Forensic Psychologist. (Appointed July 2003)

Ms Helen Ward	Senior Probation Officer, National Probation Service, Lancashire. Enforcement Implementation Manager, National Probation Directorate (Appointed July 2003)
His Hon Judge Brian Watling, QC	Retired Circuit Judge. Resident Judge Chelmsford Crown Court 1997 to 2001. (Appointed July 2002)
Ms Mollie Weatheritt	Full-time Member and Director of Quality and Standards. Formerly Assistant Director the Police Foundation. (Appointed November 1998)
Mr Alan Whiffin	Formerly Chief Probation Officer, Bucks and Oxfordshire. (Appointed July 1999)
Denise White	Chief Probation Officer, Derbyshire. (Appointed July 2006)
Mr Dick Whitfield	Formerly Chief Probation Officer, Kent. (Appointed July 1999) (Retired September 2006)
Miss Patricia Williamson, CIPD	Former HR Director in Local Government. Member CIPD. (Appointed July 2006)
Mr Peter Wilshaw	Formerly Detective Chief Superintendent and Head of Humberside CID. (Appointed July 1999) (Retired September 2006)
Ms Sarah Wilson, BA (Econ), MA	Former Lecturer University of Leeds; formerly Independent Member, West Yorkshire Police Authority, previously Non-Executive Director, United Leeds Hospitals NHS Trust. (Appointed July 2005)
Dr Simon Wood, MB, Ch B Med Sc, MRC Psych	Consultant Forensic Psychiatrist/Clinical Director with Hull and East Riding Community NHS Trust. Medical Member, MHRT. (Appointed August 1998)
Professor Anne Worrall	Professor of Criminology, Keele University. (Appointed September 2001)

Management Board

Professor Sir Duncan Nichol (Chair)

The Hon Mr Justice Neil Butterfield (Vice- Chair)

Christine Glenn (Chief Executive)

Diana Fulbrook

Sarah Lightfoot

Linda McHugh

Tony Pembroke

Alison Stone

Mollie Weatheritt

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.

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