

the  
Parole  
Board

working with others  
to protect the public

# Annual Report and Accounts 2009/10

the Parole Board for England and Wales





# **Annual Report and Accounts the Parole Board for England and Wales 2009/10**

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

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Parole  
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working with others  
to protect the public

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

8 July 2010

Dear Justice Secretary

I have pleasure in presenting to you the Parole Board's Annual Report and Accounts for 2009/10.

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

During the past year we have faced the challenge of a continuing rise in our oral hearings caseload along with a critical shortage of members, and in particular judicial members, to hear those cases.

The coming year also promises to be a challenging one as we work to reduce the backlog of outstanding oral hearings cases and at the same time manage changes that may result from the public consultation by the Ministry of Justice on our future status.

No matter where our future landing place lies, the Board will continue to focus on maintaining the highest standards of case management and decision making as part of our core mission of working with others to protect the public.

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

Yours sincerely



The Rt Hon Sir David Latham  
Chairman

## Mission Statement

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

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# Contents

About the Board	4
Chairman's Foreword	8
Chief Executive's Review of the Year	10
Key Statistics	12
Diary of the Year 2009/10	13
Public Accounts Committee	14
Future landing place	15
Casework	16
Quality and standards	17
Performance and development	18
Legal challenge	19
Public confidence	21
Performance	26
Statistics	31
Statement of Accounts	48
Membership of the Parole Board	84
Glossary	100

# About the Parole Board

## What is the Parole Board?

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

## What are the aims of the Parole Board?

The Parole Board aims to:

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

## What are the responsibilities of the Parole Board?

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

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

## Indeterminate sentence prisoners

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

## Determinate sentence prisoners

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



## What types of hearing does the Parole Board hold?

The Parole Board holds two types of hearing:

### Oral hearings

These normally take place in prison. For life sentence prisoners they will usually be chaired by a judge, but most IPP cases will be chaired by an experienced Parole Board member. Where the circumstances of the case warrant it the panel will include a psychologist or psychiatrist. The third person will be an independent or probation member.

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

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

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

### Paper hearings

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

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

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



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# Review of the Year



Parole Board Annual Report and Accounts 2004-05

Parole Board Annual Report and Accounts

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Parole Board Annual Report and Accounts

Parole Board Annual Report and Accounts

Parole Board Annual Report and Accounts

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## Chairman's Foreword

### Sir David Latham

In my foreword to last year's Annual Report I highlighted two major challenges that faced us as an organisation, lack of judicial resource that was contributing to our rising backlog of cases and the uncertainty over our future status. I am pleased to say that we have made very significant progress in each of these areas over the last 12 months, but both remain unfinished business and further challenges undoubtedly lie ahead.

#### Judicial resource

The significant lack of judicial resource has been the single most important factor holding back the work of the Board over the last 12 months. The severe shortage of judge time available to us has crippled the ability of the Board to deal with the huge increase in the number of oral hearings needed to consider lifer and IPP prisoners.

This has led to a steadily increasing backlog of indeterminate cases and unacceptable delays for prisoners who are entitled to a timely review of whether they can safely be released back into the community.

Working closely with our colleagues in the Access to Justice Group of the Ministry of Justice, and the Senior Presiding Judge, we have over the last year taken a number of important steps towards easing the obstacles to our judicial recruitment process. The result is that we have been able to appoint 59 new judges to the Board in 2010 in addition to the 11 appointed in the normal 2009 recruitment round.

The first challenge for us over the next 12 months will be to train this unprecedented number of new judges, integrate them into our hard-working existing membership body, and put them to work to reduce our backlog of outstanding cases.

The second challenge will be to find matching numbers of independent and particularly specialist members to sit on panels along with the judges and raise the capacity of our staff to handle the additional workload.

#### Future of the Parole Board

The public consultation over the future arrangements for the Parole Board led by the Ministry of Justice took centre stage last year with a consultation paper setting out the options published in July. This long-overdue review of the functions and status of the Board followed the Court of Appeal judgment in the Brooke case that questioned the independence of the Parole Board.

The formal consultation period closed in November with a total of 75 responses having been received by the Ministry. Amongst these was the corporate response from the Parole Board, in which we called for the Board to remain an independent body with sponsorship being transferred from the Access to Justice Group of the Ministry of Justice to HM Courts Service.

However, the responses received by the Ministry established no clear consensus for the way forward. This conclusion left officials with the need to undertake more detailed work to understand the ideas raised and develop a better picture of the options available, with the intention of presenting findings to Ministers in the summer.

The options were simplified in March, with the announcement by the then Secretary of State of his intention to bring together HM Courts Service and the Tribunals Service into a single organisation. At the same time he indicated that he would consider the opportunities that the new

organisation offers to secure the Board's position in the justice system.

Whatever the eventual outcome of Ministerial deliberations, the next 12 months will inevitably be a period of significant change for the Board. My job will be to continue to safeguard the judicial independence of the Board and ensure that the Board is best placed to deliver timely rigorous and fair decisions.

A handwritten signature in black ink, reading "David Latham". The signature is written in a cursive style with a long, sweeping underline.

**The Rt Hon Sir David Latham**

**Chairman**

30 June 2010



## Chief Executive's Review of the Year

### Linda Lennon CBE

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 dedication in maintaining their high standards and levels of performance over the last 12 months.

### Workload

The resources required to keep up with the workload of the Board continued to increase during the year, with the switch away from less labour intensive paper hearings towards much more resource intensive oral hearings gathering pace.

The number of DCR cases is now dropping rapidly, with an increasingly complex hardcore of more serious and problematic offenders left in the system. Recall cases are also starting to reduce significantly from their peak in 2008/09.

The total number of cases we have handled has fallen this year. This is largely due to the 45% fall in determinate cases, from 4,012 to 2,202, and the 22% fall in the number of recall cases dealt with by the Board, from 17,184 to 13,423.

However, we are continuing to see an ever increasing number of oral hearings, driven by the expanding population of indeterminate sentence prisoners. This year has seen a record number of such hearings.

Oral hearings increased by 8% from 2,757 in 2008/09 to 2,974 with a small fall in lifer cases being overtaken by a doubling of IPP cases from 556 to 1,022. This, combined with the difficulties we have until recently experienced in obtaining sufficient judicial resource, has led to the backlog

of indeterminate cases that we now face and the consequent delay in hearing some of those cases.

The unit cost of an indeterminate sentence oral hearing is £1,959 per case, compared to £433 for a paper DCR hearing and £49 for a recall case

### Outstanding cases

The Board has received a budget settlement of £11 million for 2010/11 from our sponsor department. This represents a £1.2 million (12%) increase over our 2009/10 budget of £9.8 million (of which £8.97 million was actually used). However, responsibility for paying our new serving judges for Parole Board work has transferred to the Board from HMCS for 2010/11. This change will account for a significant proportion of the additional funding increase.

This budget settlement will help us to meet our projected incoming workload given that we now have increased the number of judicial members to chair oral hearing panels. What will continue to challenge us, however, will be to cut deeply into the backlog that is currently estimated at around 2,500 cases. This will depend not only on how quickly we are able to train our new judges and get them sitting on oral hearing panels, but also whether we can find sufficient numbers of independent and specialist members to sit on panels alongside them and at the same time raise the capacity of our staff to administrate the additional workload.

Under our new sponsor the amended Parole Board Rules finally came into effect on 1 April 2009, allowing us the ability to refuse automatic oral hearings and to make use of independent members in order to allow them to chair IPP hearings.

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

Reducing the outstanding case backlog and the delays experienced by prisoners will continue to be my top operational priority over the coming year.

## Performance

A detailed report on the Board's performance against Business Plan targets for 2009/10 is given on pages 26 to 30. Alongside our sponsor department, the Access to Justice Group of the Ministry of Justice, we now use a method of business planning based on a balanced scorecard.

The targets contained in this scorecard are set at a strategic level and include a whole system target for timeliness in dealing with oral hearing cases. The benefit of this whole system target is that it incentivises us and all of our partner agencies to work together towards our mission of protecting the public.

The whole system target also makes us dependent upon others who are operating downstream in the system providing us with complete dossiers on time. During 2009/10 only 21% of dossiers were provided to the Board on time, making it impossible for us to meet our target of issuing 80% of ICM directions or no decisions by week 12 of the generic parole process.

Because of the backlog of oral hearing cases the Board has had to introduce a listing prioritisation framework which requires us to hear the oldest cases first. This has meant that it is also impossible for us to meet our target of setting a hearing date by week 8 of the GPP in 90% of cases where directions are complete.

Our performance in determining cases within the scheduled calendar month of the GPP was better due to our timely hearing of paper reviews. However, our performance on oral hearing reviews, where we are affected by the listing prioritisation framework and a lack of judicial members, meant

that we missed the 80% target, determining only 32% of cases on time.

We performed best of all in the one target that was solely a Parole Board action, issuing 95% of determinations within 14 days of the hearing. We narrowly missed this target, achieving an 86% success rate. However, this was a very creditable performance considering that we have held a record number of oral hearings this year.



**Linda Lennon CBE**  
**Chief Executive**

30 June 2010

# Key Statistics

## 24,204

The number of cases considered during the year. This compared with 28,596 in 2008/09, down by 15%. This fall in total cases is due to fewer determinate sentence and recall cases being referred to the Board. However, the number of resource intensive three member indeterminate sentence oral hearings rose by 20%.

## 2,974

The number of oral hearings that took place during the year. This compared with 2,757 in 2008/09, up by 8%. This continues the rising trend in the number of such hearings. Lifer cases dropped from 1,272 in 2008/09 to 1,170 this year. However, this has been more than overtaken by the rise in IPP cases from 556 in 2008/09 to 1,022.

## 2,202

The number of determinate sentence cases considered by paper panels during the year. This compared with 4,012 in 2008/09, down by 45%. The number of DCRs continues to fall significantly as these sentences are phased out under the 2003 Criminal Justice Act. There was also a fall in EPP and deport cases.

## 13,423

The number of recall cases considered during the year. This compared with 17,184 in 2008/09, down 22%. However, the number of single member oral hearings and sift cases to consider representations against recall rose by 47% during the year from 1,086 to 1,598.

## 18%

The percentage of DCR cases where parole was granted. This is down from the 24% release rate in 2008/09. The number of DCR cases considered by the Board has fallen by half for the second year running and only the most serious cases, on longer fixed sentences, remain in the system.

## 50

The number of determinate sentence prisoners recalled from parole during the year following an allegation of a further offence. This figure has fallen from 97 in 2008/09. Out of an average of 1,263 such prisoners on parole during the year this is a recall rate of 4%, which is stable compared to the recall rate for further offences for 2008/09, which was also 4%.

## 11%

The percentage of life sentence cases considered by oral hearing where life licence was granted. This has fallen from the lifer release rate of 15% in 2008/09. The release rate for IPP prisoners is only 5%, down from 8% in 2008/09.

## 90

The number of prisoners on life licence who were recalled during the year for any reason. This is out of a total of 1,797 life sentence prisoners under active supervision in the community during the year, or 5%. This is in line with the figure for 2008/09 of 89 recalls from life licence out of 1,646 prisoners in the community, or 5.4%.



# Diary of the Year 2009/10

## 2009

### April/May/June

The new Chief Executive, Linda Lennon, joined the Board on 14 April on secondment from Her Majesty's Courts Service. Linda's previous post was as London Area Director with responsibility for the civil and family courts.

The Annual Conference was held for the first time ever in Blackpool, at the Barceló Imperial Hotel. The venue received mixed reviews but the conference plenary and workshop programme was a great success.

On 1 April the Generic Parole Process was formally launched, providing a single structure for the administration of the indeterminate parole process and an end-to-end delivery target.

The long-awaited amendments to the Parole Board Rules also came into force on 1 April, allowing negative decisions to be made on paper by a single member panel, ICM directions to have legal effect and prisoners to be able to request but not require an oral hearing.

The amended Rules also allowed for Parole Board members other than judicial members to chair oral hearings and the first training course for independent IPP chairs took place at Hunton Park Conference Centre.

### July/August/September

The Board's Annual Report for 2008/09 was published, showing a decrease of 8% in the overall number of cases handled during the year, but a 9% increase in the number of oral hearing cases, up to a record of 2,757.

At the same time, the Ministry of Justice published their consultation paper 'The Future of the Parole Board' setting out the options for the future status and functions of the Board in the wake of the Court

of Appeal judgment in the case of Brooke.

Following a stakeholder consultation, the Board published a protocol for victim participation in oral hearings, with detailed guidance for panel members and others on the new rules surrounding victim personal statements.

Thirty-three new members were either appointed or-reappointed following the 2009 recruitment campaign, including 17 independent members, 6 specialist members and 11 judicial members. New member training took place at Ashridge Conference Centre.

### October/November/December

Following a widespread consultation with staff and members the Board published its formal response to the Ministry of Justice consultation paper with a call for the Parole Board to remain an independent body with sponsorship transferred to HM Courts Service.

Long-awaited Directions on recall for determinate sentence prisoners were issued by the Secretary of State and took legal effect from 15 December. These confirmed that in determinate cases the Board is directed only to address the question of release and that it is no longer the Board's role to rule on the appropriateness of recall.

The Operations Department of the Secretariat was re-organised into a Reviews Teams, responsible for all determinate and indeterminate reviews, and a Recalls Team, handling all representations against recall. The changes took effect from the New Year.

## 2010

### January/February/March

A written invitation to judges to consider joining the Board sparked a rush to apply and following a gruelling round of interviews 59 were appointed, more than doubling the number of judicial members available to the Board.

Seventeen of these new judges were immediately put through new member training to speed their availability to chair lifer oral hearing panels.

The backlog of outstanding cases reached a new high of 2,500. This was in spite of a record number of oral hearings being held, rising to over 250 a month.

The Post Room and Reprographics Team and the Re4Re Team underwent Lean process effectiveness reviews conducted by team members themselves. The reviews resulted in potential cost savings of £634,000; time savings of 80 days per year when handling post; and a reduction in waiting time for photocopying from 3.5 days to 0.5 days. The Re4Re Team Lean event overhauled one of the recall processes, together with our partners at the MOJ's PPCS. The changes led to a reduction in processing time of over two-thirds.

## Public Accounts Committee

### Protecting the public: the work of the Parole Board

In last year's report reference was made to the Public Accounts Committee report, "Protecting the public: the work of the Parole Board", which was published on 17 March 2009. The report raised a number of concerns about the parole process and in particular the delays in oral hearings and the impact that this was having in terms of cost and the prison population. The report made 12 recommendations aimed at improving the effectiveness and efficiency of the parole process. The Government's response was issued on 20 May 2009 by way of a Treasury Minute presented to Parliament by the Treasury. This accepted the conclusions and recommendations of the PAC and set out the steps that were being taken across the criminal justice system to improve the process.

The Board has been working closely with the Ministry of Justice throughout the year to implement the recommendations and considerable progress has been made in several areas. On 1 April 2009 the Generic Parole Process was introduced for indeterminate sentence prisoners, which established the performance monitoring of all

agencies at all key stages of the parole process. The Board also established a Quality Unit to take forward the agenda on quality decision making across the work of the Board. Every indeterminate sentence prisoner now has a target date for their oral hearing which is set by the Ministry of Justice as part of the GPP. To address the PAC's criticism of the Board's administration of cases, a new case management system has been developed which will provide for one shared database for all cases.

The workload of members is now monitored on a monthly basis and a change in the Parole Board Rules from 1 April 2009 has allowed the Board to use members in a much more flexible way. A Reasons Framework was introduced in January 2009 for all determinate and indeterminate parole cases and members are required to provide evidence that they have "signed off" the final draft of the reasons. The Parole Board and the Ministry of Justice are working to increase the profile of the Board and encourage applications from as diverse a population as possible. The arrangements for forecasting caseloads have improved with close co-operation between the Board, MOJ's Analytical Services and the Public Protection Casework Section with the result that projections have been much improved.

### NAO follow-up work

In October 2009 the NAO advised the Board that they would be carrying out additional work to see what progress had been made. This included:

1. Establishing the current position on the future of the Parole Board
2. Identifying evidence of how actual workloads compared with forecasts
3. Obtaining the first results from the GPP in relation to the performance of the Parole Board, the Prison Service and the Probation Service and investigating any significant variations in performance against targets
4. Establishing that progress had been made in agreeing the content of a parole dossier for indeterminate sentenced prisoners
5. Establishing release rates for indeterminate sentenced prisoners and making comparisons with previous years; discussing the quality of decision making; and reviewing use of the reasons framework

6. Establishing progress on the Board's new Case Management System
7. Identifying measures taken to recruit members from ethnic minorities
8. Identifying how the Board monitors the amount of work undertaken by members.

The NAO visited the Board and other agencies in February 2010 in order to gather evidence to establish what progress had been made. Their final report was received in May 2010.

## Future of the Parole Board

### Consultation paper

In July 2009 the Ministry of Justice finally published its consultation paper "The Future of the Parole Board". This paper was a response to the Court of Appeal judgment in the case of Brooke, which brought into question the independence of the sponsorship arrangements for the Parole Board. The consultation took the opportunity to review the functions, powers and status of the Board and set out possible options for the future.

The paper asked for responses by November 2009, and the Board immediately set out to conduct its own internal consultation with members and staff. This took place over a series of face-to-face meetings and via an online survey.

### Parole Board response

After lengthy deliberations, the Parole Board response was sent to the Ministry of Justice in time for their November deadline. This called for the Board to remain an independent body, but with sponsorship transferred to HM Courts Service.

The response argued that this change would put the independence of the Parole Board from the executive on a firmer footing, as required by the Court of Appeal, and at the same time enhance its ability to secure sufficient judicial resources from HMCS to hear prisoners' cases on time. It would also provide for some efficiency savings through a closer relationship with HMCS without generating the additional costs that a formal move into the courts structure might entail.

The Parole Board argued against the option of a move to the Tribunals Service as being inconsistent with it remaining an integral part of the criminal justice system.

The Board called for its recommendations on moving prisoners to open prison conditions to be made binding upon the Secretary of State and to be given the power to review the cases of prisoners who have been moved back from open to closed conditions by the Prison Service.

The Board also expressed a wish to be given additional powers to enforce the attendance of witnesses and the provision of reports and other written material and to make wasted costs orders for anyone failing to comply with such directions.

In publishing the response the Rt Hon Sir David Latham, Chairman of the Parole Board, said:

"The Board considers that transfer of sponsorship to HMCS would best serve the requirement of independence, would enable its functions to be carried out with the necessary informality and would retain the essential inquisitorial nature of the proceedings. If it became part of the court structure formally, the latter two could be put at risk.

"If HMCS is directly responsible, as the sponsorship body, for delivery of the functions of the Board, the Board will be in a better position to obtain the necessary resources for it to fulfil its functions effectively.

"There are some who would consider that the tribunal system would be the appropriate ultimate resting place for the Parole Board. However, that solution fails to recognise the importance of the functions of the Board as an integral part of the criminal justice system.

"Its functions represent the ultimate conclusion of the legal process which was started by conviction and sentence. Article 5(4) reflects the basic principle that no person should be deprived of their liberty for any longer than is legally justifiable, a question properly the function of a court."

## Current position

The Ministry of Justice received a total of 75 responses to its consultation document. However, these responses established no clear consensus for the way forward.

The situation was also impacted and the options narrowed, in March 2010, with the announcement by the Secretary of State of his intention to bring together HM Courts Service and the Tribunals Service into a single organisation.

The Board understands the latest position to be that officials are currently undertaking more detailed work to understand the ideas raised and develop a better picture of the options available, with the intention of presenting findings to Ministers in the summer.

# Casework

## Reviews

For the third year running there were two main themes: the first being the continued decline of paper-based determinate DCR cases, while the second is the continued substantial rise in demand for oral hearings almost entirely fuelled by the IPP cases. Unfortunately, each oral hearing requires substantially more resource than does a paper based DCR case.

There was an 82% increase in the number of three member IPP oral hearings from 556 in 2008/09 to 1,022 this year. There was a small fall in the number of three member lifer cases from 1,272 to 1,170.

Meanwhile DCR cases fell by 38% from 2,893 to 1,792 cases. Paper EPP cases fell by 69% from 981 to 302 cases.

## Recalls

The number of determinate paper recall cases passed to the Board by the Secretary of State reduced from 17,184 to 13,423 cases. However, applications for 'Smith and West' hearings rose 47% from 1,086 to 1,598. This was the fourth year of significant rises in demand for Smith and West

hearings, although thanks to thorough sifting being applied to the applications, the number of single member oral hearings declined by 21% from 422 to 348. ESP oral and paper hearings also had a rise for the fourth successive year from 462 to 662 cases.

## Deferrals, the backlog and intensive case management

Encouragingly, deferrals and adjournments on the day reduced by 2% (to 17%) over the previous year. Nonetheless, the number of outstanding review cases requiring an oral hearing continued to rise, reaching 2,500, a rise of 656 cases on the backlog in 2008/09. The continued unmet need for additional judicial resources was responsible for this, despite fully trained independent chairs now chairing 60% of IPP hearings.

The situation could have been much worse had ICM members not rejected 28% of all applications for an oral hearing after appeal (following the Parole Board rules which came into being on the 1st April 2009). ICM members assessed 2,972 cases in 2009/10. The long standing backlog in pre-tariff cases had been cleared almost entirely by the end of March 2010 with 941 cases being reviewed throughout the year.

## Structure of the operations teams, LEAN and the CMS

In order to allow for the increase in oral hearings and decrease in determinate workload, the Reviews Team was restructured during December and January. It now consists of four teams, one of which has absorbed the work of the former, separate, DCR team. Meanwhile, on the Recalls side, the Representations for Re-release Team has just completed a project utilising Lean techniques to review its ESP processes and it is envisaged that this approach will be applied to all operational teams during 2010/11.

The year also saw a substantial amount of resource being applied to the creation and development of the new Casework Management System to replace the Board's existing fragmented and fragile computer systems. The work has proceeded almost to schedule – rare for large-scale IT projects in the justice system – and went live in May 2010.



# Quality and standards

## Quality of decision-making

We have continued to develop and embed good practice in decision-making, by defining standards, incorporating these into training for new members and analysing examples of practice taken from the Monitoring, Evaluation and Feedback project to draw out learning and development needs. The standards mean that there is a good understanding of best practice in decision-making. This has led to improvements in the consistency and clarity of decision letters which has been welcomed by offenders and practitioners.

The standards also formed the basis for revisions to our accreditation procedures to demonstrate the competence of members to undertake the different types of casework. Our commitment to maintaining the quality of our decision-making has been reflected in the decision to extend the monitoring of reasons from determinate sentence casework to recalled offenders and, in the coming year, to indeterminate sentence cases.

## Evidence to support good decisions

This year, the close collaboration between the Board and NOMS led to the publication of a resource pack for prison and probation staff to help them improve the quality of their parole reports. This was publicly endorsed by the Chief Operating Officer in NOMS, Michael Spurr, and has received a very positive response from practitioners, managers and Her Majesty's Inspector of Probation.

The creation this year of the Parole Standards Board now provides a formal mechanism through which we can work with other organisations to define the type and quality of evidence we need to inform our decisions. This Board oversaw an evaluation of the quality of Probation Officers' reports, raising the profile of this important aspect of probation work and providing valuable feedback and learning for practitioners.

## Effective processes

In addition to the work on the quality assurance of decision-making, the Quality Unit has also undertaken projects to improve our management of cases. One example of this was their analysis of deferrals and adjournments. This identified the underlying causes, the lessons to be learned and the remedies which we need to put into place to avoid unnecessary deferrals and adjournments. The Unit was also involved in refining the Re4Re Team processes and documentation to ensure more effective and timely referrals of cases by the Duty Member to oral hearing.

## Member expertise

We continue to build the knowledge and expertise of Board members to ensure they are up to date with the latest developments in risk assessment tools and risk management practices and particularly focusing on emerging areas of practice such as the assessment of terrorist offenders. During the year, members have received training and guidance on a range of issues including changes to the Offender Assessment System.

## Public confidence

The Parole Board's Review Committee plays a vital role in ensuring we learn the lessons from those cases where offenders released on parole have gone on to commit serious further offences or are alleged to have committed such offences. The Parole Board also played a key role in establishing the Joint Review Panel which brings together all the agencies involved in assessing and managing high risk offenders to identify and resolve problems where cases have needed inter-agency co-operation and information sharing.

The JRP's major achievement this year was the publication of the first edition of the "Learning the Lessons of High Risk Offender Management". The publication draws on the work of all the agencies involved and highlights good practice and learning points. This has been circulated to staff across NOMS, the Police, Department of Health and Youth Justice Board and is already used to support training.

# Performance and development

## Accreditation and training for members

The year was a busy one for training and accrediting members in all areas of Parole Board work. As in other years, one of the largest events is the yearly new member training. This consists of a week of intensive work which familiarises the new members with the Parole Board, its processes and practices, the law and principles behind the casework and specific areas of casework. This training is followed up with mentored assistance in the casework before new members are accredited to sit on panels.

This year also saw the largest ever intake of new judicial members, both sitting and retired, in order to address the ever-increasing need for chairing oral hearings.

Following the work carried out last year where a group of members worked through a continuing professional development plan, we have begun the work of linking developing practice to accreditation and mentoring. In order to enable this work to progress further the Performance and Development Committee commissioned a review of accreditation, quality monitoring and mentoring to look to create a model for the integrated development of members. This work was presented formally to the Committee in March 2010, and will be the basis for further consideration in the coming year.

At the same time work began on drawing together the competencies and resources for member development into a coherent format. This fed into the principles behind the recruitment process for new members in the 2010 recruitment round.

Other training activities included sessions on recalls, ICM and IPP chair training, and the year culminated in March in a four day residential training event for some of the judicial members that were recruited in this year. Development days were held on the newly created reasons framework, victim participation in oral hearings and on the consultation launched by the MOJ on the future of the Parole Board itself.

The challenge for the coming year is to ensure that the next intake of new members receive the full support, development and time needed to learn the complex and different types of casework, while at the same time responding to the intense pressures to actually carry out the work. It is anticipated that the 2010 new member intake will be a large one, in order to meet business needs.

## Staff development

Two significant programmes of staff development took place during the year, one for our Team Managers and one for our Case Managers. The Team Managers focussed on managerial practice to support and shape their team workers' efforts, and the Case Managers looked at, among other things, their own personal style and how this affected their approach to work and to their colleagues. Both programmes were well-received and provide strong foundations for increasing our staff's ability to deliver the work of the Parole Board.

All staff took part in one of the seminars we ran in-house on equality and diversity. The sessions were designed to help participants to be more aware of their legal obligations and to feel more comfortable with the standards of behaviour required and how to challenge unacceptable behaviour. The sessions were facilitated by the Justice Academy, the Ministry of Justice's learning and development section, which we have been able to access for the first time. The Justice Academy has also provided training on 'Deputizing for your Manager' which staff are required to complete before taking on extra team responsibilities in their manager's absence. A number of managers also attended a one-day seminar on dealing with difficult conversations in the workplace. In addition to this we have run a series of training sessions on Excel, to help staff work more effectively with this programme.

We have encouraged operational staff to work more closely with stakeholders and the majority of staff have attended prisons to contribute to Lifer days, therapeutic community visits etc where they have met with prisoners and facilitated Q&A sessions about the parole process. A number of staff have contributed to seminars and workshops organised by the Ministry of Justice on improving operational processes, for example the Generic

Parole Process (GPP) and Victim Liaison Meetings. Some staff have also taken the opportunity to attend judicial review proceedings to broaden their understanding of legal implications of the work we do.

Two members of staff attended the Ministry of Justice's Lean Academy, which has been the catalyst for the Parole Board's programme of quality improvement and increased effectiveness of delivery. Two Lean events were run at the end of the year, both of which resulted in significant improvements to processes, as well as cost and time savings. Attendance at Lean events is a development opportunity, which all staff will have the chance to engage with during the coming twelve months.

## Legal challenge

The Parole Board has faced an unprecedented year in respect of sheer numbers of judicial reviews and payments of compensation to prisoners whose release was delayed.

In total, the Board received 182 new applications for judicial review in 2009/10. Of these, 78 fell into what we call the 'delay' category, 43% of the total. But the recent trend is downwards. Numbers of active judicial reviews peaked in May 2009 at 138 of which 78 were about delay. At the end of the year, the respective figures were 94 active cases and 36 about delay.

Legal costs have risen accordingly of course. The Parole Board instructs the Treasury Solicitor where appropriate and a private firm, Bircham Dyson Bell, where there may be a conflict of interest with another client of the Treasury Solicitor. We have received excellent value for money, but the overall cost to the taxpayer remains significant. In total for the year, the Board paid £46,200 in compensation and £975,107 in legal costs.

## Trends

There have been a number of related themes to this year's legal actions, all concerning the application of article 5(4) of the ECHR, which safeguards the right to a timely review of detention by a court in respect of most prisoners coming before the Parole Board. Reviews for all life and indeterminate sentence prisoners on and after expiry of their minimum term, and all prisoners following recall, engage 5(4).

It was established long ago that the Board fulfils the role of a court when making decisions regarding release; accordingly the judicial requirement of 5(4) is satisfied. However, it is the timeliness of reviews which has caused so many problems. The advent of the IPP in the Criminal Justice Act 2003 has been discussed in many forums by the agencies involved. Lack of foresight meant that no thought was given to allocating resources to the various bodies that would have to deal with the huge increase in the long term prison population. For the Board, those absent resources were not so much financial as human. As cases piled up, many needing oral hearings, it became obvious that there were not enough Parole Board members, particularly judges, to sit on panels.

Consequently, the Board has found itself as the Defendant in numerous applications for judicial review, charged with breaching the right to a timely hearing under 5(4). These became known as 'delay cases' in the Board's offices. It may seem a simple defence to a lay observer, for the Board to say that it could not physically deliver the necessary hearings because those who allocate our resources did not allocate enough. However, it is established in law that lack of resources cannot be a defence to a breach of 5(4). The aim of this type of challenge from the prisoner's point of view has been twofold. Firstly, to obtain a declaration from the courts that a breach has taken place, and secondly, to obtain an order that the prisoner's case be brought forward to an earlier date.

## CASE - Betteridge

In this 'test' case, the Board set out its listing issues in great detail for scrutiny by the Administrative Court. Our approach has been to admit that the delay in finalising the review did amount to a breach of 5(4), but that it was inappropriate for one prisoner's case to be heard ahead of another and thereby 'jump the queue' unless there was a specific reason. Mr Justice Collins gave judgement. He said it was not necessary to declare the breach since that alone gave the prisoner no practical benefit. Moreover, a mandatory order to bring the hearing forward was not justified in the absence of any "very special circumstances". And he went further, saying that "it is not now appropriate for any prisoner to take proceedings against the Parole Board alleging breaches of Article 5(4)" where such special circumstances were not present.

The exact meaning of "very special circumstances" was the next issue to be tested in court.

Anticipating questions about our system for listing and priorities, an overhaul was undertaken even before the judgement in Betteridge to ensure that the way prisoners' cases were prioritised was fair. The focus in subsequent challenges shifted to the system itself, and whether special circumstances could include prisoners whose case for release was particularly strong.

## CASE - Alcock

At the core of the application was a crucial issue for the way the Board lists its hearings. If special circumstances included the anticipated prospects of being released, then listings would be a never ending round of assessments depending on what reports became available, unexpected events in prison etc. In his judgement, Timothy Brennan QC emphasised that a listings process had its limits. There should not have to be "continuous or repeated assessment on paper as to whether prisoners, and which of them, should have their cases prioritised." The Board had submitted a lengthy witness statement describing its framework for listing and the court not only felt it could not be criticised, but added that it is not for the courts to tell the Board "how to allocate its limited resources."

This judgement was subsequently reinforced in the case of **Wells**.

It has been a feature in many of these 'delay' proceedings that the question has been not merely whether 5(4) has been breached, but by how long. The scale of the breach in any given case has enormous relevance for the Board and the public, because a breach of 5(4) entitles an individual to claim compensation. That compensation may not necessarily be financial but a prisoner released on licence at the end of a review where 5(4) has been breached, who can demonstrate that they would still have been released had the review been completed on time, may have a strong case for an award of damages in cash. The Board has this year, faced an increase in private claims for damages in this respect and we know that paying money as compensation to those convicted of the most serious crimes, is both controversial and sensitive. The Board is a public body and regards itself as bound to minimise the cost to the public purse if possible.

Most cases where compensation is sought are brought against the Board as private actions in the County Court. The Board defends these where there is a legal argument to do so; and if not, will seek to settle suitable cases without instructing solicitors to save legal costs. It became apparent quite early on that case law as to the appropriate amounts in the domestic courts was thin. Often claims were being made based on awards where someone had been falsely imprisoned. The Board maintained that the prisoners in our cases were lawfully imprisoned and that breaches of 5(4) were not as serious as cases where the individual should not have been in custody at all. Eventually a judicial review came before the Board that gave us the opportunity to have the matter tested in the Administrative Court

## CASE - Pennington

The nature of the uncertainty surrounding levels of damages was such that the Claimant in this case where 5(4) had been breached submitted that an appropriate figure might be £10,000, whereas the Board argued that £500 was nearer the correct figure. In giving judgement, His Hon Judge Pelling QC said that it was appropriate to look to Strasbourg law rather than domestic law for comparisons, and that such precedent led him to the conclusion that general damages should be



modest by domestic law standards. He assessed the correct figure to be £1,750, but rejected any notion that this figure should be used as a tariff or basis for mechanical assessment of damages. Awards would always turn on the facts and the circumstances applying in each individual case.

## Other important cases

**Saleh** – in 2008 amendments to the recall arrangements for determinate sentence prisoners came into force. In this case, the courts accepted our interpretation that the Board had no power to act as an appeal body to rule on the appropriateness of the Secretary of State's decision to recall someone to prison, and that we were tasked solely with assessing the prisoner's suitability for release.

**Fossitt** – the Board has recently published guidance to its panels on applications by victims to attend its oral hearings. This has proved controversial in some areas and although this application was withdrawn at the appeal stage, the Board expects it to re-emerge in some suitable case in the future.

**Naomi Bryant** – this is a private action brought by the family of a murder victim, where the perpetrator had been released on life licence by the Board. A coroner's inquest began this year but was adjourned to 2011 to take account of relevant new facts which emerged during evidence. The verdict will be a narrative one and a representative of the Board has been called as one of many witnesses who will give evidence.

## The way ahead

Forecasting future trends is difficult, and is made no less difficult in an election year where new legislation in our area of work often follows and creates new opportunities for legal challenge. The Board does, however, anticipate the recent reduction in 'delay' challenges to continue, not only because of the helpful judgements in *Betteridge*, *Alcock* and *Wells* but also because of the increase in number of Parole Board judicial members.

# Public confidence

Stakeholder engagement survey, victim attendance protocol, high-profile cases (*Shirley*, *Bryant* inquest), Equality and Diversity progress report

## Victim attendance protocol

Since the first victim participation in an oral hearing took place in November 2007, increasing numbers of victims or their families have taken up the opportunity to attend a hearing or submit a victim personal statement. Since then, the Public Protection Casework Section at the Ministry of Justice has recorded 67 victim personal statements being submitted, of which 19 were read out by advocates on behalf of victims and 21 involved victims or their families personally attending a hearing to make the statement.

In order to ensure that the expectations of victims, offenders, prison law practitioners, Ministry of Justice and other interested parties could be properly met, a formal policy on victim participation was drafted by the Parole Board's Procedural Guidance Committee and put out for public consultation. Responses to the consultation were received from 30 different parties, including victims' groups, prison law practitioners, partner agencies and Parole Board members.

Following the consultation, in September 2009 the Board published the formal protocol setting out a code of practice for victim participation in oral hearings. This formal policy detailed the parameters of victim participation so that expectations were set and the Board could ensure that it was able to meet its legal obligations to provide fair hearings.

## Equality and diversity

In common with all other parts of the justice system, the Parole Board recognises that the diversity of its members needs to properly reflect the community that it serves. It has also identified that the black and minority ethnic community in

particular has historically been under-represented amongst its panel members.

With this in mind, in July 2008 the Parole Board joined together with Operation Black Vote to host a Civic Leadership Seminar to raise awareness in the BME community about the work of the Board and to encourage more applications from that community to join the Board. Over 120 delegates attended the seminar, 24 of whom went on to take part in an observation programme, including attendance at an oral hearing and a paper parole panel.

Although it was not possible to track any of the successful appointees directly to this observation programme, the scheme did help to generate a significantly increased number of applicants to the Board from the BME community during the 2009 recruitment round. The % of Parole Board members from a BME background has increased from 3.48% in 2008 to 4.20% in 2009 and 5.23% in 2010.

## Stakeholder engagement

In October 2009 the Board carried out the first of what it plans to become an annual stakeholder engagement survey. The primary purpose of the survey was to obtain feedback on our performance in the areas of corporate reputation, stakeholder communications and stakeholder satisfaction.

The survey was sent out to all 400 stakeholders on our stakeholder database for whom we have an e-mail address. The main groups from whom we received responses were MOJ/NOMS front line/caseworkers (30% of responses), legal representatives (20%), representative groups (16%), and MOJ/NOMS regional/resource managers (10%).

The results from the survey were generally very positive. However, there was a mixed response on the information that stakeholders received from the Board and whether the Board took stakeholders views sufficiently into account. An action plan has been developed to address these and other specific issues raised by stakeholders.

## Freedom of Information

The Board has seen a huge increase in the number of FOI requests over the last 12 months. The number of FOI requests received in 2009/10 was 40, up nearly 400% from the 11 received in 2008/09.

There are two main themes for this increase in the number of requests. The first is a heightened interest and demand for transparency, seen right across the public sector, in how we spend public funds. The second is a growing demand for information, especially from solicitors, in statistical information related to delays experienced by their clients in having their cases heard.

In response to one of these requests for financial transparency the Board has committed itself to publishing, for the first time, the expenses claims of its Chairman and Chief Executive. These are shown in the chart on the opposite page.

### Sir David Latham, Chairman – 1 April 2009 – 31 March 2010

Date	Destination	Purpose	Travel				Accommodation /Meals	TOTAL COST
			Air	Rail	Taxi and Car			
			£	£	£	£		
27/04-29/04	Blackpool	Annual Conference		78.88		276.00	354.88	
03/08-06/08	Berkhamstead	New Member Training				695.00	695.00	
25/11	HMP Greydon	Prison Visit		28.54			28.54	
15/03-18/03	Milton Keynes	Judges Training				405.00	405.00	
<b>Total</b>			<b>0.00</b>	<b>107.42</b>	<b>0.00</b>	<b>1,376.00</b>	<b>1,483.42</b>	

### Linda Lennon, Chief Executive Officer – 1 April 2009 – 31 March 2010

Date	Destination	Purpose	Travel				Accommodation /Meals	TOTAL COST
			Air	Rail (All 2nd class)	Taxi and Car			
			£	£	£	£		
27/04-29/04	Blackpool	Annual Conference		98.46		286.00	384.46	
03/08-06/08	Berkhamstead	New Member Training		21.96		710.00	731.96	
19/08	HMP Coldingley	Meeting with senior Judge		4.00			4.00	
16/09	London	Judges Training		3.20			3.20	
17/09	London	HMCS awards		3.20			3.20	
15/10	London	Member event		3.20			3.20	
21/10	London	Member event		1.60			1.60	
27/10	London	Institute of Government event		1.60			1.60	
28/10	London	Member event and Justice Report		4.80			4.80	
25/11	HMP Grendon	Prison Visit		21.74	35.00		56.74	
04/02	London	Meeting		1.60			1.60	
22/02	Winchester	Inquest				9.30	9.30	
04/03	Birmingham	Conference venue viewing		51.22			51.22	
15/03-18/03	Milton Keynes	Judges Training		29.01	86.40	420.00	535.41	
<b>Total</b>			<b>0.00</b>	<b>245.59</b>	<b>121.40</b>	<b>1,425.30</b>	<b>1,792.29</b>	



# Performance

against the Business Plan 2009/10





Humboldt

# Performance against the Business Plan 2009/10

## Results

Key Activities	Measures	Performance outcome
We will hear cases on time	<p>Meet Parole Board's GPP targets to contribute to the overall performance measure of considering, in the target month, the required number of lifer and IPP cases initiated on or after 1st April 2009</p> <p><b>a.</b> 80% of ICM directions/no decisions served on PPCS and prisoner by week 12.</p> <p><b>b.</b> 90% of cases where directions are complete; a hearing date is set and notifications issued by week 8</p> <p><b>c.</b> 80% of all cases are determined within the scheduled calendar month of the GPP</p> <p><b>d.</b> 95% of determinations issued within 14 days of the oral hearing.</p>	<p>Not achieved.</p> <p><b>a.</b> average for the year 8%</p> <p><b>b.</b> average for the year 7%</p> <p><b>c.</b> average for the year 32%</p> <p><b>d.</b> average for the year 86%</p> <p>These were shadow targets introduced for the first time on 1 April 2009 as part of the Generic Parole Process. None of these targets was met due to a variety of reasons including the late receipt of dossiers, lack of judges, a backlog of oral hearings and the increase in the number of oral hearings taking place.</p>
We will ensure that our panels make good quality decisions	Monitor total of 1600 decisions and provide feedback to individual members in all cases and provide summary data to the Executive Team on a quarterly basis to inform training plans for members.	<p>Achieved.</p> <p>Decisions of all members undertaking DCR paper panels have been monitored to inform the individual learning of new members and those in their appraisal period. Summary data and analysis was presented to the Executive Team and Management Board.</p> <p>A 'Reasons Framework' and standards for good practice in paper recall cases have been developed and have been used to accredit new members to undertake single member recall panels.</p>

## Results

Key Activities	Measures	Performance outcome
	<p>We will set quality standards for reports required from NOMS and ensure that the quality of reports is monitored with quarterly reports provided to the GPP Performance Board.</p>	<p>Achieved</p> <p>NOMS published the agreed standards for Probation Reports in March 2010 with endorsement from the Chief Operating Officer.</p> <p>The Parole Standards Board designed and piloted an evaluation of parole reports for NOMS to adopt. NOMS is undertaking work to identify the cost of a national quality assurance programme and ensure that the standards are incorporated into specifications.</p>
<p>We will ensure our practices are transparent and inspire confidence</p>	<p>We will embed compliance with Information Assurance requirements in line with annual internal audit findings</p>	<p>Achieved</p> <p><b>Information Assurance</b> All staff and members have been trained in information assurance. Protective marking procedures have been introduced together with the sending of dossiers by courier.</p> <p>LEAN workshops have been undertaken.</p> <p><b>Transparency</b> Changes to the Parole Board Rules were shared with stakeholders at an event in July 09. The GPP was reviewed monthly at the Casework Management meeting with PPCS and the Board's performance is reviewed by the multi-agency GPP Board on a quarterly basis and at a twice yearly User Group forum. Senior staff have also given presentations about the role of the Board to stakeholders.</p>

## Results

Key Activities	Measures	Performance outcome
We will demonstrate effective use of resources	We will stay within our agreed budget as demonstrated in quarterly financial reports to the sponsor unit.	Achieved  The Board remained within its allocated budget.
	We will work with partners to increase from 25% the number of Smith & West hearings which are held via video-link where we have permission to use existing facilities at the holding prison	Not achieved  This target was not met as courts get priority use of video links in prison, bandwidth is limited in certain prisons and the facilities are often prioritised by the prisons for other purposes.

## Stakeholders

Key Activities	Measures	Performance outcome
We will work closely with stakeholders to improve and simplify processes and achieve best results from resources	We will implement our stakeholder engagement strategy including survey by 31.3.10 to ensure efficient processes and standards of evidence reduce the delay in hearing cases.	<p>Achieved.</p> <p><b>Stakeholder Engagement</b> Three issues of the stakeholder Board Sheet published. Stakeholder engagement survey completed and good progress being made with action plan.</p> <p><b>Reduction of Delay – Quality and standards</b> The Director of Quality and Standards established a working group with NOMS and UK Border Agency to improve the case management of foreign national prisoners subject to deportation.</p> <p><b>Case Management System</b> Work has been done to integrate the Board's new CMS system with PPCS' PPUD IT system. As part of this, one shared and agreed database of offender management will be established.</p> <p><b>Electronic dossiers</b> A project has been agreed with PPCS to trial electronic dossiers beginning with paper recall hearings.</p>



## Processes

Key Activities	Measures	Performance outcome
<p>We will review our processes and procedures to make efficient use of resources</p>	<p>We will conduct reviews of our operational processes and procedures and implementing solutions by 31.3.10</p>	<p>Achieved</p> <p>The installation of improved forecasting and resource allocation processes has taken place. A review of Judicial and Member resource was completed as well as “representation for re-release” processes.</p> <p>A review of the Oral Hearings Team took place in January 2010 which resulted in a new Reviews Team consisting of 4 sections and a re-balancing of the work.</p> <p>Two LEAN workshops took place resulting in improvements in reprographics and postal services and in a revised simplified process for ESP recalls.</p>
<p>We will maintain the quality of our decisions by learning from research and reviewing current practice</p>	<p>We will systematically analyse data from the:</p> <ul style="list-style-type: none"> <li>• Monitoring Project</li> <li>• National Quality Review of Dossier Contents</li> </ul> <p>and make recommendations to Management Board on a quarterly basis to inform future policy and practice</p>	<p>Achieved.</p> <p><b>Monitoring Project</b> Following work on DCR cases, analysis of the quality of reasons of DCRs and oral hearings, has been incorporated into revisions of the Reasons Framework.</p> <p><b>National Review</b> The outcome of the review and the GPP Board’s decision was presented to the Executive Team and Management Board. The process for developing standards will now be applied to prison staff reports.</p>

## Capacity

Key Activities	Measures	Performance outcome
We will maintain adequate staff capacity, skills, knowledge and leadership	Staff development will be provided in line with Personal Development Plans and business priorities with 90% of all staff accessing development opportunities	Achieved  A staff and manager development programme has been completed. Internal courses run on job application and interview training have also been held. Equal opportunities training for all staff took place during the year. Internal staff succeeded in attaining HEO and EO posts.
	Staff sickness levels not to exceed MoJ target of 7.5 days p.a.	Not achieved  Actual for YTD – 9.7 days.
We will identify ways to improve the diversity of the membership	We will evaluate the 2009 recruitment campaign to identify any lessons from the 2008 OBV initiative and inform future recruitment plans	Achieved.  The 2009 recruitment campaign was fully evaluated. Although the OBV initiative did not directly result in a BME member being appointed, it did raise awareness and there was an increase in the BME representation on the Board.
Ensure member knowledge of risk assessment and management, legislation and casework is current	We will review on a bi-annual basis, the training needs identified in appraisals with recommendations for future training identified for 2010/11 programme	Achieved.  A review of the member training responsibilities has been undertaken. The bi-annual training needs analysis will bring together the training needs identified in appraisals with those identified through the monitoring process and other sources of information. This will inform the training programme for 2010/11.
	We will review current research on risk assessment, legislation and case law and update the Risk Assessment Manual and Members Handbook by 31.12.09.	Achieved  <ol style="list-style-type: none"> <li>The new Members' Handbook and Risk Assessment Manual were completed and issued in August 2009. A new chapter in the Risk Assessment manual on actuarial assessment tools was also produced.</li> <li>The Quality Unit has established a library and system for identifying relevant research for application to Parole Board work.</li> </ol>

# Determinate sentence statistics

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

## Summary of determinate sentence cases considered by the Parole Board 2004/05 - 2009/10

England and Wales cases	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Cases considered	7,297	7,528	6,923	6,012	2,893	<b>1,656</b>
Recommended	3,794	3,718	2,478	2,157	682	<b>296</b>
<b>Percentage of cases considered recommended for parole</b>	52%	49%	36%	36%	24%	<b>18%</b>

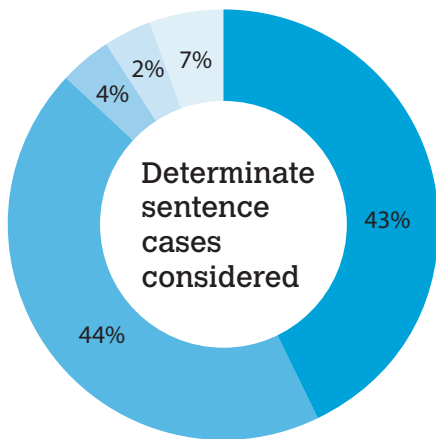
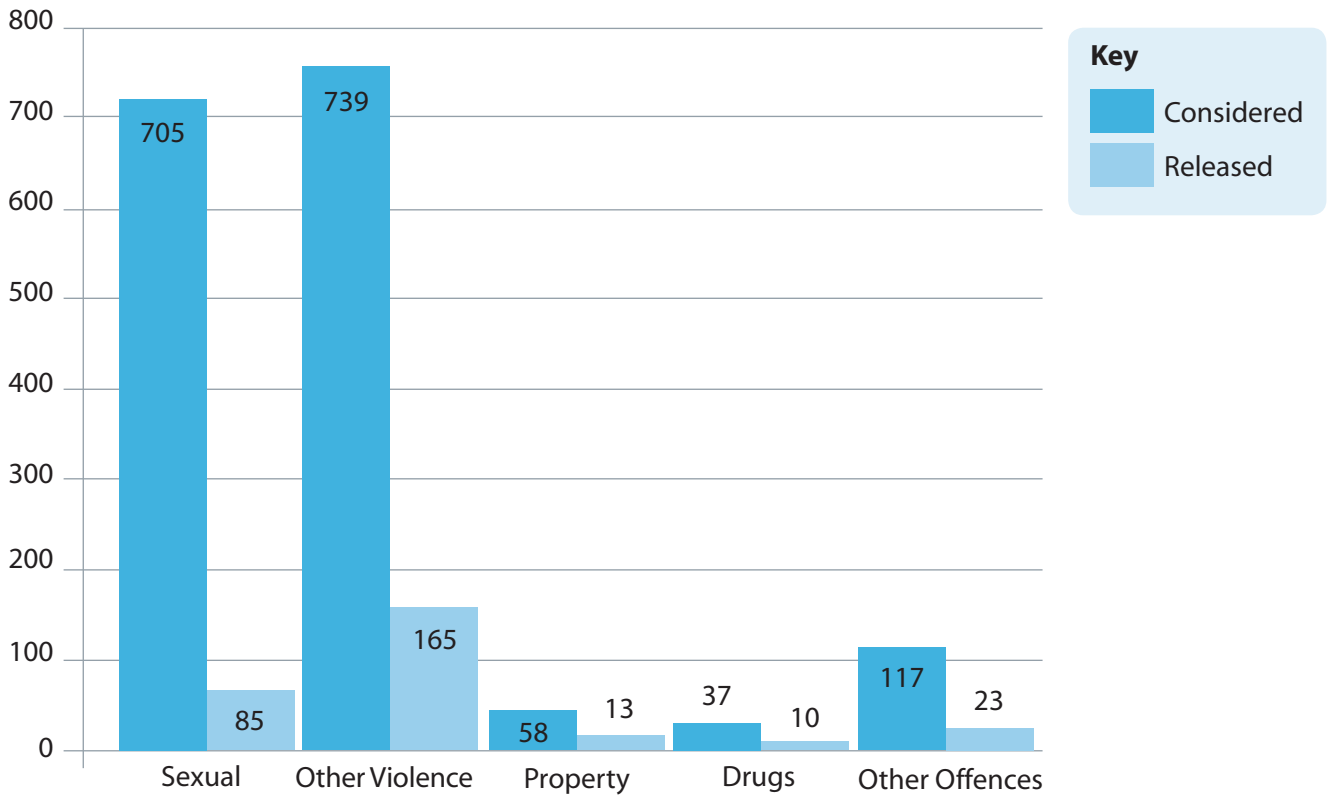
## Summary of DCR cases heard by oral hearing 2006/07 - 2009/10

England and Wales oral hearings	2006/07	2007/08	2008/09	2009/10
Cases considered	10	36	43	<b>26</b>
Release directed	3	16	13	<b>13</b>
<b>Percentage of cases where release directed</b>	30%	44%	30%	<b>50%</b>
Release not directed	7	20	30	<b>13</b>
<b>Percentage of cases where release not directed</b>	70%	56%	70%	<b>50%</b>

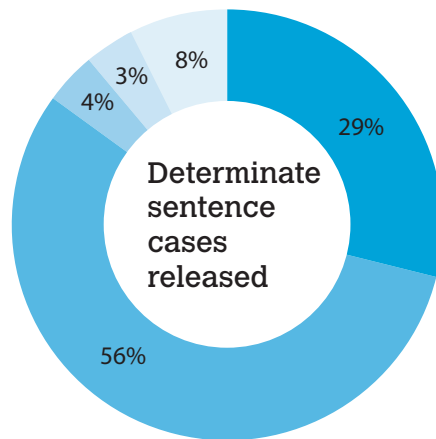
## Summary of EPP cases considered by the Parole Board 2006/07 - 2009/10

England and Wales cases	2006/07	2007/08	2008/09	2009/10
Cases considered	934	1,269	981	<b>302</b>
Recommended	91	93	83	<b>44</b>
<b>Percentage of cases considered recommended for parole</b>	10%	7%	8%	<b>15%</b>

## Determinate sentence cases considered and released by offence 2009/10



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



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

### Prisoners on parole from determinate sentences 2003/04 - 2009/10

Year	Average number on parole
2003/04	<b>3,600</b>
2004/05	<b>4,034</b>
2005/06	<b>4,683</b>
2006/07	<b>4,285</b>
2007/08	<b>3,390</b>
2008/09	<b>2,400</b>
<b>2009/10</b>	<b>1,263</b>

### Persons recalled from parole from determinate sentences, by reason of recall 2005/06 - 2009/10

Reason for recall*	2005/06	2006/07	2007/08	2008/09	2009/10
Further offences	302	246	231	97	<b>50</b>
Being out of touch	242	201	134	59	<b>20</b>
Hostel: failure to reside/comply	109	203	142	58	<b>36</b>
Other reasons	340	564	419	240	<b>140</b>
All reasons	993	1,214	926	454	<b>246</b>

\*Those with missing reasons for recall have been estimated

### Prisoners on parole from determinate sentences recalled 2000/01-2009/10

Year	Number recalled	Recall as a % of average number on parole
2000/01	267	9.6
2001/02	329	10.9
2002/03	420	13.1
2003/04	601	16.6
2004/05	712	17.4
2005/06	993	21.2
2006/07	1,214	28.3
2007/08	926	27.3
2008/09	454	18.9
<b>2009/10</b>	<b>246</b>	<b>19.5</b>

### Summary of recall cases 2006/07-2009/10

	Number of recalls 2006/07	Number of recalls 2007/08	Number of recalls 2008/09	Number of recalls 2009/10
Emergency recalls*	3,032	3,384	2,527	<b>2,530</b>
Standard recalls*	8,199	8,372	9,313	<b>11,389</b>
Reps after recall*	34	-	-	
<b>Total</b>	<b>11,265</b>	<b>11,756</b>	<b>11,840</b>	<b>13,919</b>
<b>Cases considered by the Parole Board including further reviews</b>				
Considered under the Criminal Justice Act 2003	14,669	19,060	11,967	<b>1,035</b>
Considered under the Criminal Justice and Immigration Act 2008	-	-	5,217	<b>12,388</b>
<b>Total cases including further reviews</b>	<b>14,669</b>	<b>19,060</b>	<b>17,184</b>	<b>13,423</b>

\*Statistics produced by Public Protection Casework Section

### Summary of recommendations made for determinate recall cases considered under the Criminal Justice and Immigration Act 2008, 2008/09-2009/10

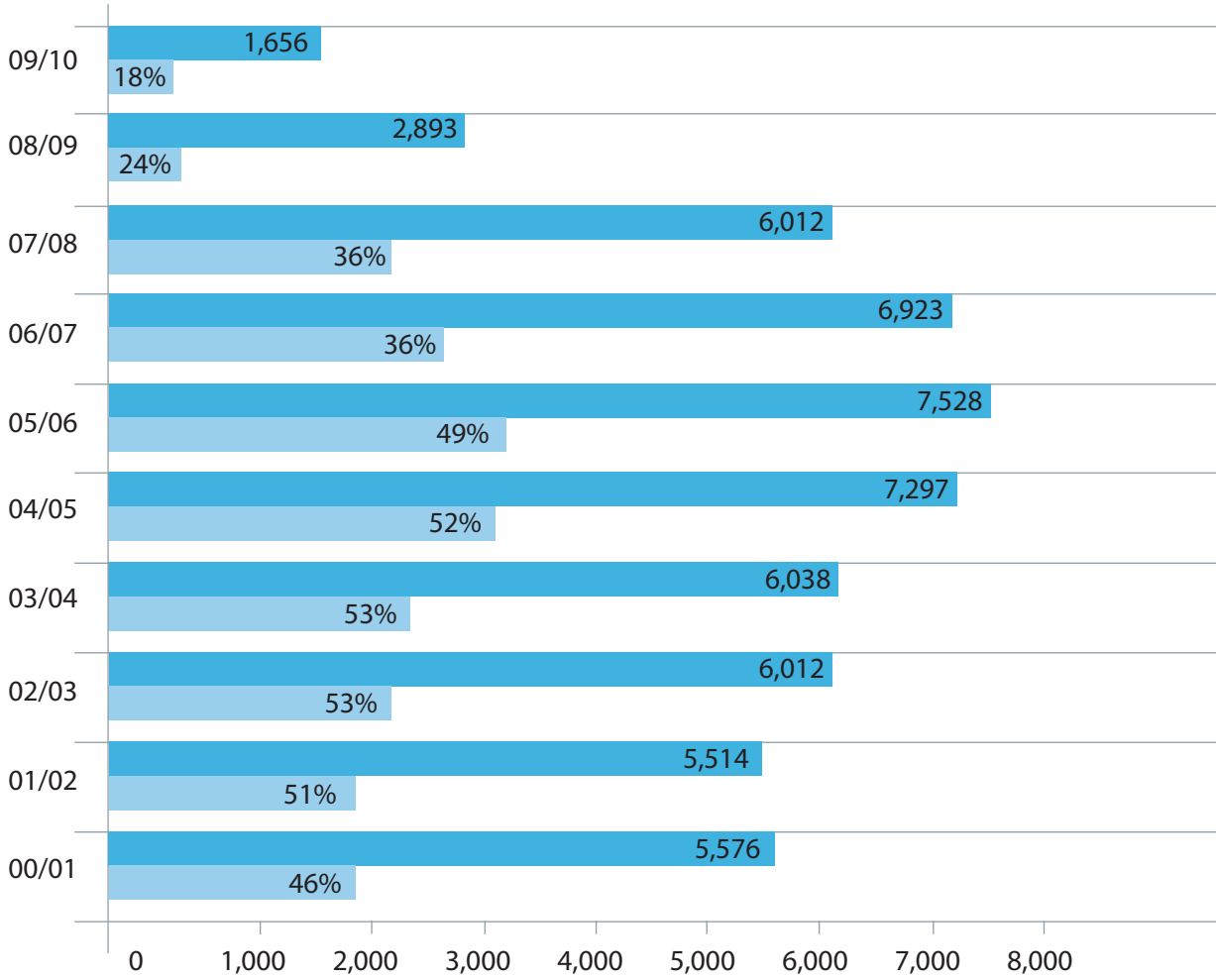
	2008/09	2009/10
Agree to release immediately	208	<b>670</b>
Agree to release at future date	204	<b>984</b>
Make no recommendation	4,714*	<b>10,589</b>
Send to oral hearing	91	<b>145</b>
<b>Total Decisions</b>	<b>5,217*</b>	<b>12,388</b>

\*Adjusted from 2008/09 report

### Challenges/complaints 2006/07 - 2009/10

	2006/07	2007/08	2008/09	2009/10
New information which might affect decision to grant parole	148	86	32	<b>21</b>
Request/ complaints concerning the panel's decision	174	189	169	<b>75</b>
Other challenges/enquiries	685	922	794	<b>628</b>
Requests for advice from the Public Protection Casework Section	139	1	7	<b>14</b>
Requests for non-standard Licence conditions to be inserted/varied/removed	1,630	1,360	1,473	<b>1,267</b>
Miscellaneous	128	123	96	<b>45</b>
Freedom of Information requests	-	7	11	<b>40</b>
Complaints about the service provided by the Board	81	87	74	<b>129</b>
<b>Total</b>	<b>2,985</b>	<b>2,775</b>	<b>2,656</b>	<b>2,219</b>

## Determinate sentence parole reviews and decisions 2000/01-2009/10



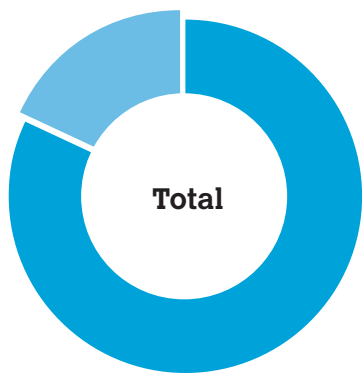
**Key**

- Cases Considered
- Parole Granted

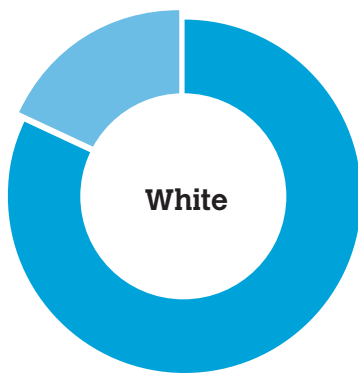
## DCR cases considered and released on parole by ethnic group 2009/10

Total	All sentences
Considered	1,656
Released	296
<b>% Released</b>	<b>18%</b>
<b>White</b>	
Considered	1,243
Released	226
<b>% Released</b>	<b>18%</b>
<b>Mixed</b>	
Considered	52
Released	6
<b>% Released</b>	<b>12%</b>
<b>Asian or Asian British</b>	
Considered	113
Released	20
<b>% Released</b>	<b>18%</b>
<b>Black or Black British</b>	
Considered	238
Released	43
<b>% Released</b>	<b>18%</b>
<b>Chinese or Other</b>	
Considered	8
Released	1
<b>% Released</b>	<b>13%</b>
<b>Unrecorded</b>	
Considered	2
Released	0
<b>% Released</b>	<b>0%</b>

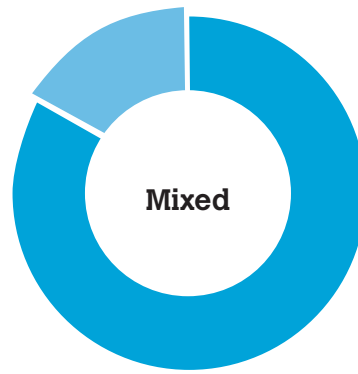




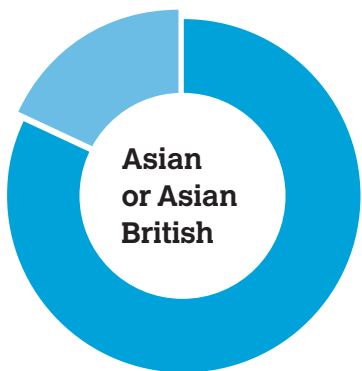
Refused 82%  
Released 18%



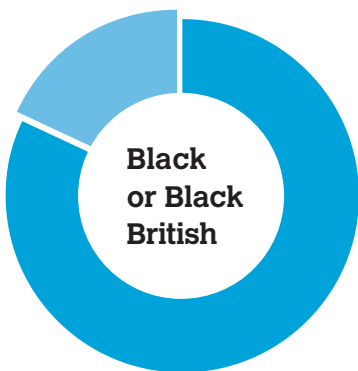
Refused 82%  
Released 18%



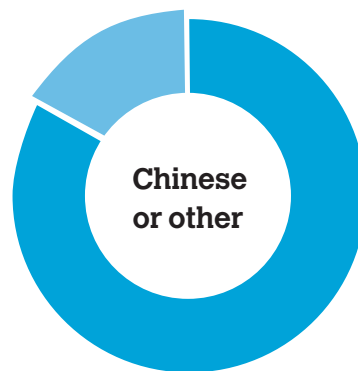
Refused 88%  
Released 12%



Refused 82%  
Released 18%



Refused 82%  
Released 18%



Refused 87%  
Released 13%

**Summary of determinate sentence deport cases 2007/08-2009/10\***

England and Wales cases	2007/08	2008/09	2009/10
Cases considered	313	138	<b>108</b>

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

### Summary of juvenile cases heard by oral hearing 2009/10

England and Wales oral hearings	2008/09	2009/10
Cases considered	79	<b>41</b>
Release directed	20	<b>10</b>
<b>Percentage of cases where release directed</b>	25%	<b>24%</b>
Release not directed	59	<b>31</b>
<b>Percentage of cases where release not directed</b>	75%	<b>76%</b>

### Summary of extended sentence cases considered by oral hearing 2005/06 - 2009/10\*

England and Wales oral hearings	2005/06	2006/07	2007/08	2008/09	2009/10
Cases considered	317	326	360	385	<b>367</b>
Release directed	114	54	81	99	<b>114</b>
<b>Percentage of cases where release directed</b>	36%	17%	22%	26%	<b>31%</b>
Release not directed	162	167	194	210	<b>164</b>
<b>Percentage of cases where release not directed</b>	51%	51%	54%	55%	<b>45%</b>
Adjourned	41	105	85	76	<b>89</b>
<b>Percentage of cases adjourned/deferred at hearing</b>	13%	32%	24%	20%	<b>24%</b>

\*Includes ESP representation against recall cases and annual reviews

### Summary of extended sentence annual review cases considered by paper panel 2008/09 - 2009/10

England and Wales cases	2008/09	2009/10
Cases considered	77	<b>100</b>
Release directed	5	<b>4</b>
<b>Percentage of cases where immediate release directed</b>	6%	<b>4%</b>
Proceed to oral hearing	13	<b>0</b>
<b>Percentage of cases proceeding to oral hearing</b>	17%	<b>0%</b>
Release not directed	52	<b>86</b>
<b>Percentage of cases where release not directed</b>	68%	<b>86%</b>
Deferred for further consideration	7	<b>10</b>
<b>Percentage of cases deferred for further consideration</b>	9%	<b>10%</b>

### Summary of Smith and West recall cases considered by oral hearing 2005/06-2009/10

England and Wales oral hearings	2005/06	2006/07	2007/08	2008/09	2009/10
Total Cases considered	388	674	459	422	<b>348</b>
<b>Cases considered under the Criminal Justice and Immigration Act 2008</b>					
Release Immediately	-	-	-	15	<b>28</b>
Release at specified date	-	-	-	15	<b>92</b>
<b>Percentage of cases where release is recommended</b>	-	-	-	7%	<b>34%</b>
Make no recommendation as to release	-	-	-	14	<b>103</b>
<b>Percentage of cases where no recommendation as to release is made</b>	-	-	-	3%	<b>30%</b>
<b>Cases considered under the Criminal Justice Act 2003</b>					
Recall confirmed release immediately	134	113	54	23	<b>7</b>
Recall confirmed release at specified date	138	356	157	132	<b>40</b>
Recall confirmed review at specified date	27	63	56	64	<b>3</b>
Recall confirmed decline to set a review date	37	63	97	52	<b>3</b>
<b>Percentage of cases where recall confirmed</b>	86%	88%	79%	64%	<b>15%</b>
Recall rejected release immediately	6	11	9	16	<b>2</b>
Recall rejected release at specified date	1	1	5	3	<b>0</b>
Recall rejected review at specified date	-	-	2	2	<b>0</b>
<b>Percentage of cases where recall rejected</b>	2%	2%	4%	5%	<b>1%</b>
Deferred/adjourned at hearing	45	67	79	86	<b>70</b>
Percentage of cases adjourned/deferred at hearing	12%	10%	17%	20%	<b>20%</b>

### Summary of Smith and West cases sifted and resolved without an oral hearing 2007/08-2009/10

England and Wales Parole Board cases	2007/08	2008/09	2009/10
Number of applications for an oral hearing	889	1,086	<b>1,598</b>
Number of cases rejected for consideration by oral hearing	430	763	<b>1,307</b>
Saving to the Board	£350,000	£540,000	<b>£703,000</b>

# Indeterminate sentence statistics

Statistics have been produced by the Parole Board unless stated otherwise

## Summary of on/post tariff and recall mandatory, discretionary and automatic life sentence prisoners, Her Majesty's pleasure detainees considered 2004/05 -2009/10

England and Wales oral hearings	2004/05*#	2005/06#	2006/07#	2007/08#	2008/09#	2009/10*
Cases considered by oral hearing	1,341	1,195	1,421	1,423	1,272	<b>1,075</b>
Cases considered by paper hearing						<b>455</b>
Total cases considered	1,341	1,195	1,421	1,423	1,272	<b>1,530</b>
Release directed	290	270	207	207	194	<b>172</b>
<b>Percentage of cases where release directed</b>	21%	23%	15%	15%	15%	<b>11%</b>
Release not directed	896	723	830	937	852	<b>1,171</b>
<b>Percentage of cases where release not directed</b>	67%	61%	58%	66%	67%	<b>77%</b>
Adjourned / Deferred at hearing	155	202	384	270	226	<b>187</b>
<b>Percentage of cases adjourned/deferred at oral hearing</b>	12%	17%	27%	19%	18%	<b>17%**</b>
<b>Transfer to Category D recommended</b>	211	175	169	241	295	<b>250</b>

\*Includes Extended Sentence Prisoners

\*\* % figure does not include 2009/10 paper hearings

# Includes Pre-Tariff cases

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

	2009/10
Cases considered by oral hearing	<b>95</b>
Transfer to open recommended	<b>61</b>
<b>Percentage of cases where transfer to open recommended</b>	<b>64%</b>
Transfer to open not recommended	<b>30</b>
<b>Percentage of cases where transfer to open not recommended</b>	<b>32%</b>
Adjourned / deferred at oral hearing	<b>4</b>
<b>Percentage of cases adjourned/deferred at hearing</b>	<b>4%</b>

### Summary of on/post tariff and recall IPP cases considered 2006/07-2009/10

England and Wales oral hearings	2006/07	2007/08	2008/09	2009/10
Cases considered by oral hearing	74	253	556	<b>1,007</b>
Cases considered by paper hearing				<b>425</b>
Total cases considered	74	253	556	<b>1,432</b>
Release directed	6	17	43	<b>68</b>
<b>Percentage of cases where release directed</b>	8%	7%	8%	<b>5%</b>
Release not directed	44	192	390	<b>1,197</b>
<b>Percentage of cases where release not directed</b>	59%	76%	70%	<b>83%</b>
Adjourned / Deferred at hearing	24	44	123	<b>167</b>
<b>Percentage of cases adjourned/deferred at oral hearing</b>	32%	17%	22%	<b>17%**</b>
<b>Transfer to Category D recommended</b>	2	21	105	<b>320</b>

\*\* % figure does not include 2009/10 paper hearings

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

England and Wales oral hearings	2009/10
Cases considered by oral hearing	<b>15</b>
Transfer to open recommended	<b>5</b>
<b>Percentage of cases where transfer to open recommended</b>	<b>33%</b>
Transfer to open not recommended	<b>9</b>
<b>Percentage of cases where transfer to open not recommended</b>	<b>60%</b>
Adjourned / Deferred at hearing	<b>1</b>
<b>Percentage of cases adjourned/deferred at oral hearing</b>	<b>7%</b>

### Summary of pre-tariff life sentence prisoners, Her Majesty's detainees and IPP cases considered by paper panel 2007/08 - 2009/10

England and Wales IPP and life sentence prisoners	2007/08	2008/09	2009/10
Cases considered	397	530	<b>941</b>
Proceed to oral hearing	116	122	<b>212</b>
<b>Percentage of cases proceeding to oral hearing</b>	29%	23%	<b>22%</b>
Remain in closed recommended	262	376	<b>674</b>
<b>Percentage of cases where remain in closed is recommended</b>	66%	71%	<b>72%</b>
Deferred for further consideration	19	32	<b>55</b>
<b>Percentage of cases deferred for further consideration</b>	6%	6%	<b>6%</b>

\*ifers were no longer released on the papers only

### Advice cases considered by paper panel 2004/05-2009/10

England and Wales IPP and life sentence prisoners	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Cases considered	352	224	122	94	227	<b>147</b>

### \* Life licensees recalled to prison 2004/05 - 2009/10

England and Wales life sentence prisoners	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Numbers recalled	90	140	178	114	89	<b>90</b>

\*Source - Public Protection Casework Section



### Intensive Case Management - Summary of cases considered 2007/08 - 2009/10

England and Wales cases	2007/08	2008/09	2009/10
Number of cases considered	1,066	3,145	<b>2,972</b>
Cases referred to oral hearing	817	2,321	<b>1,835</b>
<b>Percentage of cases referred to an oral hearing</b>	77%	74%	<b>62%</b>
Negative paper decisions accepted by prisoner	112	319	<b>641</b>
Negative paper decisions appealed and oral hearing refused	0	5	<b>239</b>
<b>Percentage of negative decisions accepted by prisoner /oral hearing refused</b>	11%	10%	<b>22%</b>
Negative paper decisions appealed and referred to oral hearing	132	420	<b>174</b>
<b>Percentage of negative decisions appealed and referred to an oral hearing</b>	12%	13%	<b>6%</b>
Cases pending / withdrawn	5	80	<b>83</b>

### \*Life licensees recalled to prison by reasons for recall 2008/09-2009/10

Reasons for recall	2008/09	2009/10
Deterioration of behaviour	35	46
Further charge	31	23
Out of touch	13	4
Failiure to reside	3	10
Risk of harm	2	0
New Violent Offence	1	2
Other	4	5
Total number recalled	89	90

\*Source - Public Protection Casework Section

### \*Life licensees under active supervision 2004/05-2009/10

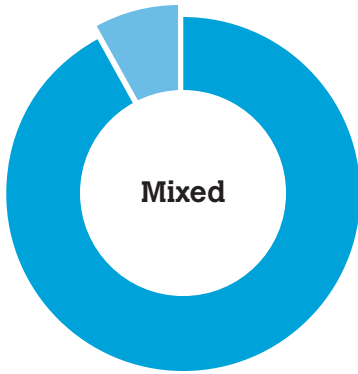
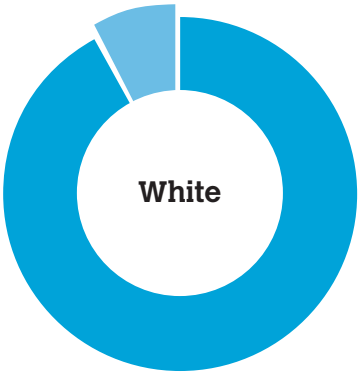
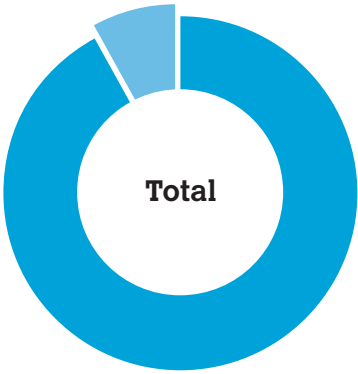
Year	
2004/05	1,350
2005/06	1,368
2006/07	1,395
2007/08	1,751
2008/09	1,646
<b>2009/10</b>	<b>1,797</b>

\*Source - Public Protection Casework Section

### Indeterminate cases considered and released by ethnic group 2009/10\*

Total	All sentences
Considered	2,521
Released	196
<b>% Released</b>	<b>8%</b>
<b>White</b>	
Considered	2,038
Released	152
<b>% Released</b>	<b>7%</b>
<b>Mixed</b>	
Considered	64
Released	5
<b>% Released</b>	<b>8%</b>
<b>Asian or Asian British</b>	
Considered	75
<b>Released</b>	4
<b>% Released</b>	<b>5%</b>
<b>Black or Black British</b>	
Considered	260
Released	21
<b>% Released</b>	<b>8%</b>
<b>Chinese or Other</b>	
Considered	10
Released	2
<b>% Released</b>	<b>20%</b>
<b>Unrecorded/information unavailable</b>	
Considered	74
Released	12
<b>% Released</b>	<b>16%</b>

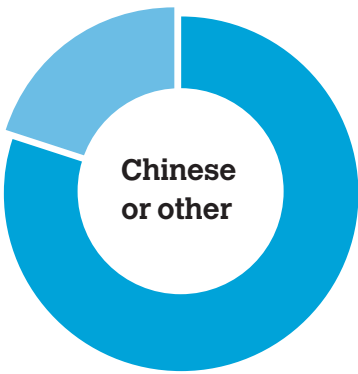
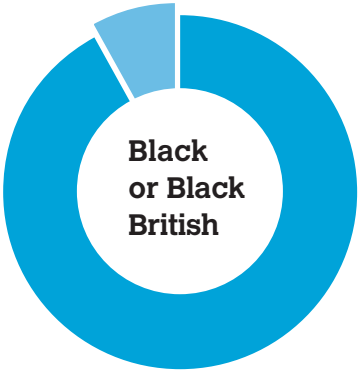
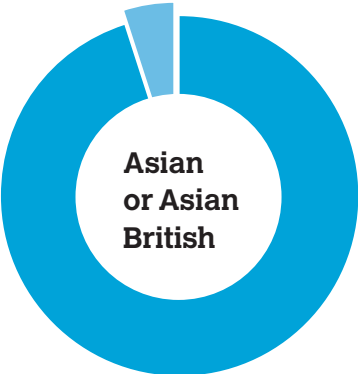
\*Figures do not include indeterminate recall cases and those deferred/adjourned at hearing



Refused 92%  
Released 8%

Refused 93%  
Released 7%

Refused 92%  
Released 8%



Refused 95%  
Released 5%

Refused 92%  
Released 8%

Refused 80%  
Released 20%



# Accounts

A statement of accounts for the Parole Board





# Management Commentary

## Background and statutory framework

The Parole Board was established under the Criminal Justice Act 1967, and continued under the Criminal Justice Act 1991, which was amended by the Criminal Justice and Public Order Act 1994 to establish the Board as an Executive Non-Departmental Public Body from 1 July 1996. Under the provisions of the Criminal Justice Act 2003 the Board's work now concentrates on violent and sexual offenders.

### The Parole Board:

- Considers, under the Criminal Justice Act 1991, the early release of determinate sentenced prisoners serving four years or more. By the Parole Board (Transfer of Functions) Order 1998 the Board has delegated authority to decide applications from prisoners serving less than 15 years; for those serving 15 years or more it makes a recommendation to the Secretary of State.
- Has authority, under the Crime (Sentences) Act 1997, to direct the release of mandatory and discretionary life sentenced prisoners and those given indeterminate sentences for public protection; those given life sentences under section 2 of the 1997 Act (now section 109 of the Powers of Criminal Courts (Sentencing) Act 2000) and persons detained during Her Majesty's Pleasure.
- Considers, under the Crime (Sentences) Act 1997 (in the case of life and indeterminate sentenced prisoners), cases of prisoners who have been recalled to prison and considers, under the Criminal Justice Act 2003 (as amended by the Criminal Justice Immigration Act 2008), cases of determinate prisoners who have been recalled to custody and determines whether re-release is appropriate.

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

## Principal activities

### Mission statement

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

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

- **Determinate sentence prisoners and 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 indeterminate sentences for public protection:** reviews based on a dossier of papers presented to the Board by the Prison Service on behalf of the Secretary of State. These are initially considered on paper by a single member who is experienced in such cases. If the decision of the single member is that the case is unlikely to end in release this provisional decision is communicated to the prisoner who may then choose not to pursue the application any further at this time or alternatively may exercise the right to request an oral hearing. If the single member considers that the case is likely to be suitable for release or requires an oral hearing in any case, the case is referred to an oral panel of the Board.



## Review of objectives

### Discretionary Conditional Release

The Board considered 2,202 (4,102 in 2008/09) applications from determinate sentence prisoners. Of these, 1,656 (2,893 in 2008/09) were Discretionary Conditional Release (DCR), 108 (138 in 2008/09) were deport cases and 302 (981 in 2008/09) were prisoners with extended public protection provisions and various other cases.

DCR cases comprise determinate sentenced prisoners whose offence was committed before 4 April 2005 and received a sentence of four years or more. Due to the provisions of the Criminal Justice Act 2003 the number of these prisoners is falling and this is reflected in the 45% drop in cases. The Criminal Justice and Immigration Act 2008 introduced measures which further reduced the number of determinate cases referred to the Board.

### Indeterminate paper hearings

The number of indeterminate paper panel cases considered by the Board was 941 (530 in 2008/09).

### Oral hearings

The total number of oral cases considered by the Board was 2,974 (2,757 in 2008/09). The number of oral hearings cases for indeterminate sentenced prisoners was 2,192 (1,828 in 2008/09). This rise reflects the growing number of prisoners with indeterminate sentences referred to the Board for oral hearings. Although lifer cases have reduced, there has been a substantial increase from 556 (in 2008/09) to 1,022 (in 2009/10) in Indeterminate for Public Protection (IPP) cases considered by the Board. There were 434 three member determinate sentence oral hearings (507 in 2008/09).

In addition, there were 348 (422 in 2008/09) recall cases conducted by a single member to hear representations against recall to prison for determinate sentence prisoners following the House of Lords' judgment in January 2005 in the case of Smith and West. The number of Smith and West oral hearing cases has decreased as prisoners are now required to show that they have specific grounds to appeal that comply with the court decision. 1,307 (763 in 2008/09) appeals failed to show adequate grounds.

The Board's objective was that in 95% of cases decisions of oral hearings should be communicated within 14 days of the hearing and this was achieved in 86% of cases.

### Paper recalls of determinate sentence prisoners

The implementation in April 2005 of provisions in the Criminal Justice Act 2003 for the recall to custody of determinate sentence prisoners resulted in the Board considering 13,423 (17,184 in 2008/09) cases including further reviews. 87% of paper recalls in 2009/10 were considered by single member panels.

### Intensive Case Management

(ICM) is a multi stakeholder approach to improve the oral hearing process. 2,972 cases (3,145 in 2008/09) were assessed under ICM. 641 (319 in 2008/09) cases were decided on the papers without the need for a three member oral hearing.

Type of case	Actual cases handled	
	2009/10	2008/09
Discretionary Conditional Release and deport cases	1,900*	3,031
Extended Public Protection	302	981
Indeterminate paper review and advice cases	1,088	834
Intensive Case Management cases	2,972	3,145
Oral hearings including recalls-Lifer and IPP	2,192	1,828
Oral hearings-Determinates-Recalls-Smith and West including sifts and ESP	2,327	1,593
Recall (paper recalls)	13,423	17,184
<b>Total</b>	<b>24,204</b>	<b>28,596</b>

\* Includes deferred cases considered in 2009/10

## Risk management

The Board's processes for managing risk and its key contractual and stakeholder relationships are reported in the Statement of Internal Control. Data related incidents are reported in the Statement on 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 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 and comply, for the first time, with International Financial Reporting Standards (IFRS).

## Going concern

The balance sheet at 31 March 2010 shows a deficit on the Income and Expenditure Reserve of £94,564. This reflects the inclusion of liabilities falling due in future years, which may only be met by future grant-in-aid from the Parole Board's sponsoring department, the Ministry of Justice. MoJ has included the Board's grant-in-aid for 2010/11 in its estimates. The Board's accounts, therefore, are drawn up on a going concern basis.

## Funding

The Board's sponsor is the Access to Justice Group of the Ministry of Justice. The Board's only source of income is grant-in-aid which is provided by the Ministry of Justice. This was £8,970,000 for 2009/10 which was an increase of £610,000 (7%) on 2008/09. The Board also received capital grant-in-aid of £47,500. The Board's budget was increased to enable the Board to tackle its increasing caseload of indeterminate cases requiring three member oral hearings.

The Board's cash at bank as at 31 March 2010 was £276,628. This was 3% of the grant-in-aid for the year. All other miscellaneous receipts, if any, including interest received on the Board's bank account, are surrendered to the Ministry of Justice for payment to the Consolidated Fund.

## Financial performance

The total net expenditure by the Board was £8,878,062 (2008/09-restated as £8,573,861). As 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 £136,989 from £231,553 to a deficit of £94,564. This was 1% of the grant-in-aid for the year. Reserves at 1 April 2009 were restated by £55,871 from £175,682 to £231,553 due to the implementation of IFRS which requires the Board to include holiday pay within its accounts. The liability for holiday pay increased by £24,148 from £55,871 to £80,019 at 31 March 2010. The balance sheet shows a total reserves deficit of £57,933 as at 31 March 2010; this compares with a restated balance sheet deficit of £192,980 at 31 March 2009. To the opening balance of £38,573 on the capital reserve, additional capital grant-in-aid of £47,500 was added. £49,442 was transferred from the capital reserve to fund depreciation on assets financed by capital grant-in-aid. This resulted in a closing balance on the capital reserve of £36,631.

## Unit costs

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

Unit costs	2009/10 Per case	2008/09 Per case
Paper hearing – DCR and EPP	£433	£390
Oral hearings – three member panels for the hearing of lifer, IPP and ESPs	£1,959	£1,764
Intensive Case Management	£344	£296
Oral hearings – single member panels for the hearing of representations against recall for determinate sentence prisoners	£538	£705
Recalls under the Criminal Justice Act 2003	£49	£60

The cost of three member oral hearings has increased as a greater proportion of hearings now use a clinician and the Board increased fees to retired judges due to the shortage of judges. The cost of the DCR panels has increased as these panels now deal with 18 cases - previously 24 - due to the increased complexity of these dossiers. The decrease in the cost of single member oral hearing panels for representations against recalls was due to the increase in the number of cases that failed to show adequate grounds for appeal.

## Fixed assets

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

## Payment performance

The Board's policy, in line with Government requirements, is to pay a minimum of 95% of its creditors within 30 days, with a target of achieving a 100% payment rate within 30 days. During 2009/10 97% (97% in 2008/09) of all invoices were paid within the target period of 30 days.

## Sickness absence data

The average number of days sick absence taken by staff working at the Parole Board from April 2009 to March 2010 was 9.7 days.

## Audit

Internal audit services are provided by the Ministry of Justice Internal Audit Division and in 2009/10 the amount charged for these services was £27,610. This included the provision of 40 days of 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 £19,000 in respect of the statutory audit for 2009/10. The auditors received £2,000 for auditing shadow IFRS accounts for 31 March 2009. The auditors received no remuneration for non-audit work. So far as the Accounting Officer is aware, there is no relevant audit information of which the external auditors are unaware. The Accounting Officer has taken all the steps that she ought to have taken to make herself aware of any relevant audit information, and to establish that the Parole Board's auditors are aware of that information.

## Future developments

The Board continues to discuss with its sponsor the need for additional judge resources to enable the Board to hear its caseload. The board is awaiting the outcome of the consultation about its future landing place.

## Corporate governance

The Chairman of the Board was Sir David Latham.

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

The Chief Executive was Linda Lennon.

The full-time salaried members of the Board during 2009/10 were Sarah Lightfoot (Director of Performance & Development until 30 September 2009), Chitra Karve (Director of Performance and Development from 22 February 2010) and Martha Blom-Cooper (Director of Quality and Standards).

All details concerning senior staff pay and conditions are included within the Remuneration Report. Senior management had no other directorships or interests which should be disclosed.

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

## Management Board

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

- Sarah Lightfoot - Director of Performance and Development until 30 September 2009
- Chitra Karve - Director of Performance and Development from 22 February 2010
- Martha Blom-Cooper - Director of Quality and Standards
- Diana Fulbrook
- Linda McHugh until 30 September 2009
- Alison Stone
- Robin Lipscombe
- Graham Bull from 28 January 2010
- Huw Vaughan Thomas from 29 October 2009 (ex-officio member)

There were 9 meetings of the Management Board during 2009/10. All details concerning payments to members of the Management Board are included within the Remuneration Report. The part-time members receive a daily fee for attendance at the Management Board.

## Audit and Risk Management Committee

The Board has an Audit and Risk Management Committee, which met three times in 2009/10. The part-time non-executive members of this Committee during 2009/10 were:

- Linda McHugh (Chairman until 30 September 2009)
- Huw Vaughan Thomas (Chairman from October 2009)
- Professor Andrew Rutherford (resigned October 2009)
- Peter Wilshaw
- Cedric Pierce
- Robin Lipscombe
- Francis Dobbyn (from 19 March 2010)

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

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

## Pension scheme

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

## Investors in People

The Board is committed to maintaining the standard required for continuing accreditation under Investors in People. The Board's accreditation was confirmed in April 2009.

## Member and employee involvement

Members were consulted through discussions at the Board's annual conference in April 2009. 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 2010/11. Staff have continued to be involved and informed through regular meetings with the Chief Executive and other staff meetings. Information on procedures and performance was circulated by means of regular fortnightly communications by email to all staff from the Chief Executive and the monthly newsletter. Members and staff also receive the monthly publication the Board Sheet and attend the annual conference.

## Equality and diversity

The Parole Board is committed to a policy of equal opportunity for all members and staff, regardless of ethnic origin, religious belief, gender, sexual orientation, disability, age or any other irrelevant factor. It will also provide guaranteed interviews to candidates who qualify under the requirements of the Disability Discrimination Act 1995 who meet the criteria for jobs in the Secretariat. The appointment of members is the responsibility of the Secretary of State. Parole Board members are trained to act fairly when considering cases. The Board published an integrated Equality Action Plan in December 2008 and a steering group is taking this forward.

## Health and safety

The Parole Board is committed to maintaining the standards required by the Health & Safety at Work Act 1974 and other United Kingdom and European regulations to the health and safety of its members and staff. The Board has a Health & Safety Officer. A Health and Safety Committee with member and staff involvement met during 2009/10.

### **Linda Lennon**

Chief Executive and Accounting Officer

30 June 2010

The Parole Board for England and Wales



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

Under Schedule 5 to the Criminal Justice Act 1991, as amended by Schedule 10 to the Criminal Justice and Public Order Act 1994, the Parole Board is required to prepare a statement of accounts for each financial year in the form and on the basis directed by the Secretary of State, with the approval of the Treasury. The accounts are prepared on an accruals basis and must give a true and fair view of the Parole Board's state of affairs at the year end and of its net expenditure and cash flows for the financial year.

In preparing the accounts the Parole Board is required to:

- observe the Accounts Direction issued by the Secretary of State with the approval of the Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards have been followed, and disclose and explain any material departures in the financial statements; and
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Parole Board will continue in operation.

As the senior full-time official of the Parole Board, the Chief Executive carries the responsibility of Accounting Officer for the Parole Board. The Chief Executive's relevant responsibilities as Accounting Officer, including her responsibility for the propriety and regularity of the public finances and for the keeping of proper records, are set out in the Non-Departmental Public Bodies' Accounting Officers' Memorandum issued by the Treasury and published in Managing Public Money.

# Statement on Internal Control

## Scope of responsibility

As Accounting Officer for the Parole Board, I have responsibility for maintaining a sound system of internal control that supports the achievement of the Parole Board's policies, aims and objectives, whilst safeguarding the public funds and the Parole Board's assets for which I am personally responsible, in accordance with the responsibilities assigned to me in "Managing Public Money". I am accountable as Accounting Officer for the Parole Board to the Permanent Secretary of State at the Ministry of Justice and to Parliament. The Board's Corporate and Business Plans are approved by Ministers in the Ministry of Justice and performance against those plans is monitored and reviewed at quarterly meetings with the sponsor on behalf of the Secretary of State.

## The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Board's aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Parole Board for the year ended 31 March 2010 and up to the date of approval of the annual report and accounts, and accords with Treasury guidance.

## Capacity to handle risk

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

## The risk and control framework

During 2009/10 a number of developments have been made to the Parole Board's internal control environment.

- Information risk has been fully incorporated into the quarterly assessments of the Audit and Risk Management Committee.
- Risk has been assessed at project level on the development of a new Casework Management System.
- Information security procedures are being strengthened by the introduction of a more secure system for managing casework from June 2010.
- The Board's information security policy was approved by the Executive Team and the Management Board during 2009/10.

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

During the year the Parole Board has sought to embed a culture of information security into the organisation following training and guidance issued in March 2009. This has included the introduction

of a protective marking policy for prisoners' dossiers, improved storage for files and a requirement for all dossiers to be sent to members by courier. We have identified all information assets within the Board. The Head of Operations was appointed as the Senior Information Risk Officer. All staff and members have been informed about their role in managing information security, and members have received further advice on this during 2009/10.

All laptops used by the Board have been encrypted since 2007 and new protocols forbidding the use of removable storage devices such as USB memory sticks were further embedded during 2009/10. Information security is now part of mandatory induction training for all staff and members.

A total of 13 incidents were reported under the Board's Information Assurance procedures and these were notified to the Board's sponsor unit. In one of the incidents it was thought that sensitive data had been stolen and this was also reported to the police and the Information Commissioner. Subsequently it was established that no data had been lost.

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

- quarterly assessment of risk and discussion of the corporate risk register with the Board's sponsor;
- publication of the risk policy and strategy on the Board's website;
- major risks are taken as agenda items at meetings of the executive team;
- development and implementation of staff management protocols;
- development and publication of an anti-fraud and corruption strategy and annual review by the Audit and Risk Management Committee;
- extensive review and widespread consultation on emerging risks.

Assessments made by risk owners on the management of the strategic risks are reported quarterly to both the Audit and Risk Management Committee and the sponsor. Progress against business plan objectives is monitored on a monthly basis by the Management Board and on a quarterly basis by the Board's sponsor. These mechanisms are proving to be effective in driving forward initiatives aimed at improved management of the identified risks. The Board's quarterly discussions of risk with its sponsor have enabled both parties to take steps to reduce the highest levels of risk on the risk register.

## Risk assessment

The annual review of strategic corporate risks was carried out in November 2009 and the resultant risk register was subsequently reviewed by the Board's Audit and Risk Management Committee at its meeting on 3 March 2010. The current top risk priorities for the Parole Board are:

- inadequate numbers of judges, psychiatrists, psychologists and independent members making the Board unable to handle the changing and increasing workload or respond to the change and improvement agenda; The Secretary of State recruited an additional 59 judges at the end of the year and the Board acknowledges the support of its sponsor in this area. Although the number of judges will increase during 2010/11 there remains a risk of a shortfall as they have to be trained and released from circuits before they are able to sit for the Board. There is also risk of not having sufficient independent members and clinicians to sit alongside an increased number of judges and also of not being able to attract and train a sufficient number of independent members to chair oral hearings;
- the lateness of dossiers and the poor quality of the reports.

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

- the provision and review of regular management information and forecasts;
- financial and administrative procedures including delegations of authority and segregation of duties;
- a formal fraud response policy and plan was approved during the year;
- formal approval by the Management Board of business plans and their regular review against performance;
- regular reviews by the Executive Team and Management Board of financial and operational reports indicating performance against forecasts;
- health, safety and security risk and assurance processes;
- a Business Continuity Plan;
- an environment whereby both management and staff view the management of risk as an opportunity to manage proactively the risks to the Board's objectives.

## Review of effectiveness

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

The Audit & Risk Management Committee, which met three times in 2009/10, reports to the Management Board on the implications of assurances provided in respect of risk and control in the Parole Board and the sufficiency of audit arrangements. As Chief Executive and owner of the risk management process, I attend this Committee. The Audit & Risk Management Committee reviews both the internal and external auditing requirements, the adequacy of the financial systems, risk management, control and governance. Francis Dobbyn was appointed as an external member of this committee from 19 March 2010. He sits on the Ministry of Justice Audit Committee. The Management Board reviews the Parole Board's performance reports and monitors progress against our Business Plan.

## Internal Audit

Internal Audit services are provided to the Parole Board by the Internal Audit Division in the Ministry of Justice. This operates to standards defined in the Government Internal Audit Manual. The work programme of internal audit is informed by an analysis of the risk to which the Board is exposed. A programme of internal audit work proposed by our internal auditor, based on this analysis of risk, has been endorsed by the Parole Board's Audit & 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. The report includes the HIA's independent opinion on the adequacy and effectiveness of the Board's system of internal control. The overall opinion of the HIA reported to me in March 2010 was that "Audit work undertaken during 2009/10 indicates that governance, risk management and control arrangements need to be further strengthened. We acknowledge and are satisfied that appropriate action is being taken by Parole Board Management to reduce risk exposure."

## Significant issues

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

Following the PAC report in March 2009, the NAO carried out a further review to see what progress has been achieved and they reported back in May 2010.

The lack of judges to hear lifer and IPP cases has restricted the ability of the Board to list all its cases and to reduce its backlog. The Board has mitigated the shortfall of chairs in IPP cases to a large extent by training some 28 independent members to act as IPP chairs during 2009/10. The Board has worked closely with its sponsor on the shortfall of judges and it has obtained an increased allocation of judges for 2010/11 onwards. There remain, however, risks of a shortfall as the new judges have to be trained and released from circuits before they are able to sit for the Board.

One of the causes of the high level of deferred cases is the poor quality of dossiers the Board receives. The Board has communicated its needs in the Prison Service Order relating to the Generic Parole Process (GPP), Probation Circulars, PPCS specification and ongoing representation at various NOMS forums and events. A Parole Standards Board was established to promote good practice and co-ordinate a range of projects to improve the breadth and quality of the information provided in parole dossiers and make recommendations to the GPP Performance and Monitoring Board. Problems of performance under the GPP continued throughout 2009/10 with the production of dossiers meeting the agreed time standard by the Prisons remaining static at around 31%. This meant that nearly 70% of dossiers were received late by the Board. This has impacted upon the key target of arranging 80% of review hearings within the target month with only 32% of hearings meeting this criterion.

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

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

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

**Linda Lennon**

Chief Executive and Accounting Officer

30 June 2010

The Parole Board for England and Wales

# Remuneration Report

## Remuneration policy

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

The Secretary of State determines the remuneration for the Chairman.

The remuneration of the Chief Executive is determined by the Ministry of Justice and is on the Senior Civil Service pay scale. The remuneration for full-time members and senior managers was linked to the Home Office pay scales.

The non-executive members of the Management Board are not salaried. They were fee paid at £190 (2008/09 - £186) per day for attendance at meetings. This amount is non-pensionable.

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

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

All staff undergo an annual appraisal which forms a basis for the performance related remuneration. The Chairman is appraised by a senior official in the Ministry of Justice under separate arrangements.

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

## Tenure arrangements

The Chief Executive, Linda Lennon, is on secondment until April 2012. The Chairman was appointed in February 2009. The Chairman is an office holder on a one year contract which has been extended until the Board is transferred to its final landing place. Members are office holders on three year renewable terms. Their remuneration is determined by the Secretary of State. Their tenure expiry dates are:

	Tenure Expiry Date
<b>Sarah Lightfoot</b> Full-time member	30 September 2009
<b>Martha Blom-Cooper</b> Full-time member	16 April 2011
<b>Chitra Karve</b> Appointed 22 February 2010 Full-time member	21 February 2013



The Head of Casework is on an indefinite secondment contract from Ministry of Justice and the Head of Communications and the Head of Operations are permanent employees of the Parole Board.

<b>Audited Remuneration</b>		
	<b>2009/10</b>	<b>2008/09</b>
	<b>Remuneration* Band of £5K</b>	<b>Remuneration* Band of £5K</b>
Sir David Latham, Chairman from March 2009	80-85	5-10
Full year equivalent	80-85	75-80
Professor Sir Duncan Nichol		
Former Chairman until May 2008	-	10-15
Full year equivalent	-	75-80
Linda Lennon, Chief Executive from April 2010	70-75	-
Christine Glenn, Former Chief Executive until March 2009	-	95-100
Sarah Lightfoot, Full-time member to 30 September 2009	35-40	65-70
Full year equivalent	70-75	65-70
Chitra Karve, Full-time member from 22 February 2010	5-10	-
Full year equivalent	65-70	-
Martha Blom-Cooper		
Full-time member	60-65	55-60
Miles Dagnall		
Head of Operations and Deputy CEO from October 2008	65-70	30-35
Full year equivalent	65-70	65-70
Mervyn Stevens		
Head of Corporate Affairs until April 2008	-	5-10
Full year equivalent	-	50-55
Terry McCarthy Head of Casework	55-60	55-60
Tim Morris, Head of Communications	55-60	55-60

\*"Remuneration" includes gross annual salaries, performance related pay, London weighting and any other allowance to the extent that it is subject to UK taxation.

There were no benefits-in-kind provided to any of the above in 2009/10 and 2008/09.

In addition to annual remuneration, performance related pay was payable to members of the management team on the same basis as for staff. In all cases this was under 1.5% of salary.

The audited pension entitlements of the Chairman, Full-Time Members, Chief Executive and Senior Executives during 2009/10 were as follows:

Name	Real Increase in pension	Real increase in lump sum	Pension at end date	Lump sum at end date	CETV at 31 March 2009	CETV at 31 March 2010	Real increase in CETV
	Bands of £2,500		Bands of £5,000		£000	£000	£000
D Latham	0 - 2.5	N/A	0 - 5	N/A	3	35	29
L Lennon	0 - 2.5	2.5 - 5	25 - 30	75 - 80	381	423	20
S M Lightfoot	0 - 2.5	N/A	5 - 10	N/A	118	141	18
C Karve	0 - 2.5	N/A	0 - 5	N/A	0	2	2
M Blom-Cooper	0 - 2.5	2.5 - 5	5 - 10	25 - 30	99	121	14
M Dagnall	0 - 2.5	N/A	15 - 20	N/A	191	229	24
T McCarthy	0 - 2.5	2.5 - 5	20 - 25	60 - 65	317	365	27
T Morris	0 - 2.5	N/A	20 - 25	N/A	283	328	25

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

- The Cash Equivalent Transfer Value is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the pension benefits they have accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003/04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the PCSPS arrangements and from which the Civil Service Vote has received a transfer payment commensurate to the additional pension liabilities being assumed. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are worked out within the guidelines and framework prescribed by the Institute and Faculty of Actuaries and do not take account of any actual or potential reduction to benefits from Lifetime Allowance Tax which may be due when pension benefits are taken.

- The real increase in CETV is effectively the element of the increase in accrued pension funded by the Exchequer. It excludes increases due to inflation and contributions paid by the member and is worked out using common market valuation factors for the start and end of the period.
- Details of pension benefits under PCSPS are given in note 3 (d) to the accounts.

**Linda Lennon**  
**Chief Executive and Accounting Officer**  
30 June 2010  
The Parole Board for England and Wales

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

I certify that I have audited the financial statements of the Parole Board for the year ended 31 March 2010 under the Criminal Justice Act 1991, as amended by the Criminal Justice and Public Order Act 1994. These comprise the Statement of Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Taxpayers' Equity and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

## Respective responsibilities of the Accounting Officer and auditor

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

## Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Parole Board's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Parole Board; and the overall presentation of the financial statements.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income reported in the financial statements have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

## Opinion on Regularity

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

## Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Parole Board's affairs as at 31 March 2010 and of its net expenditure, changes in taxpayers' equity and cash flows for the year then ended; and
- the financial statements 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

## Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has 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; and
- the information given in the Management Commentary for the financial year for which the financial statements are prepared is consistent with the financial statements.

## Matters on which I report by exception

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

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records or returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Statement on Internal Control does not reflect compliance with HM Treasury's guidance.

## Report

I have no observations to make on these financial statements.

**Amyas C E Morse**  
**Comptroller and Auditor General**  
National Audit Office  
157-197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP  
2 July 2010

## Statement of Net Expenditure for the year ended 31 March 2010

	Notes	£ 2009/10	Restated £ 2008/09
Expenditure			
Salaries and wages	3a	(7,030,312)	(6,653,452)
Other operating costs	4	(1,852,141)	(1,921,674)
Notional costs	5	(3,001,813)	(2,422,009)
Operating cost		(11,884,266)	(10,997,135)
Interest receivable		-	18,020
Cost of capital	1f	4,391	1,265
		(11,879,875)	(10,977,850)
Notional costs reversal		3,001,813	2,422,009
Interest payable to Ministry of Justice for surrender to the Consolidated Fund		-	(18,020)
Net expenditure for the financial year		(8,878,062)	(8,573,861)

All operations are continuing.

The notes on pages 70 to 81 form part of these accounts.



## Statement of Financial Position as at 31 March 2010

	Notes	31 March 2010 £	Restated 31 March 2009 £	Restated 1 April 2008 £
<b>Non Current Assets</b>				
Property plant and equipment	6a	91,111	88,199	122,879
Intangible assets	6b	54,521	24,547	31,216
<b>Total non-current assets</b>		145,632	112,746	154,095
<b>Current Assets</b>				
Trade receivables and other current assets	7	75,010	42,423	30,939
Cash at bank		276,628	214,761	485,217
<b>Total current assets</b>		351,638	257,184	516,156
<b>Total assets</b>		497,270	369,930	670,251
<b>Current Liabilities</b>				
Trade payables and other current liabilities	8	(555,203)	(562,910)	(648,105)
<b>Total current liabilities</b>		(555,203)	(562,910)	(648,105)
Non current assets plus/less net current assets/liabilities		(57,933)	(192,980)	22,146
<b>Assets less liabilities</b>		(57,933)	(192,980)	22,146
<b>Taxpayers' Equity:</b>				
General reserve		(94,564)	(231,553)	(62,218)
Capital reserve		36,631	38,573	84,364
		(57,933)	(192,980)	22,146

The notes on pages 70 to 81 form part of these accounts.

**Linda Lennon**  
**Chief Executive and Accounting Officer**  
30 June 2010  
The Parole Board for England and Wales

## Statement of Cash Flows for the year ended 31 March 2010

	Notes	2009/10 £	Restated 2008/09 £
<b>Cash flows from operating activities</b>			
Net expenditure for the year		(8,878,062)	(8,573,861)
Adjustment for:	4	83,460	78,066
- Depreciation, amortisation and write offs			
- Cost of capital		(4,391)	(1,265)
- (Increase) in trade receivables	7	(32,587)	(11,484)
- (Decrease) in trade payables	8	(7,707)	(85,195)
<b>Net cash outflow from operating activities</b>		<b>(8,839,287)</b>	<b>(8,593,739)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	6a	(61,587)	(23,670)
Purchase of intangible assets	6b	(54,759)	(13,047)
<b>Net cash outflow from investing activities</b>		<b>(116,346)</b>	<b>(36,717)</b>
<b>Cash flows from financing activities</b>			
Grant-in-aid received from Ministry of Justice		8,970,000	8,360,000
Capital grant-in-aid received		47,500	-
<b>Net financing</b>		<b>9,017,500</b>	<b>8,360,000</b>
<b>Net increase/(decrease) in cash and cash equivalents in the year</b>		<b>61,867</b>	<b>(270,456)</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>214,761</b>	<b>485,217</b>
<b>Cash and cash equivalents at the end of the year</b>		<b>276,628</b>	<b>214,761</b>

The notes on pages 70 to 81 form part of these accounts.

**Linda Lennon**  
**Chief Executive and Accounting Officer**  
 30 June 2010  
 The Parole Board for England and Wales

### Statement of Taxpayers' Equity for the year ended 31 March 2010

	Note	General Reserve £	Capital Reserve £	Total £
<b>Balance at 31 March 2008</b>				
Reserve at start of prior year		(19,540)	84,364	64,824
Change in accounting policy resulting from adoption of IFRS		(42,678)	-	(42,678)
Restated reserves at start of prior year		(62,218)	84,364	22,146
<b>Changes in taxpayers' equity - 2008/09</b>				
Net expenditure for year ended 31 March 2009		(8,573,861)	-	(8,573,861)
Grant-in-aid received towards source expenditure		8,360,000	-	8,360,000
Non-cash item-cost of capital		(1,265)	-	(1,265)
Transfer to fund depreciation		45,791	(45,791)	-
<b>Balance at 31 March 2009</b>		<b>(231,553)</b>	<b>38,573</b>	<b>(192,980)</b>
<b>Changes in taxpayers' equity - 2009/10</b>				
Net expenditure for year ended 31 March 2010		(8,878,062)	-	(8,878,062)
Grant-in-aid towards expenditure		8,970,000	47,500	9,017,500
Non-cash item-cost of capital		(4,391)	-	(4,391)
Transfer to fund depreciation		49,442	(49,442)	-
<b>Balance at 31 March 2010</b>		<b>(94,564)</b>	<b>36,631</b>	<b>(57,933)</b>

The notes on pages 70 to 81 form part of these accounts.

## Notes to the Accounts

### 1. Statement of Accounting Policies

#### a) Accounting convention

These financial statements have been prepared in accordance with the 2009-10 Government Financial Reporting Manual (FReM) issued by the Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Parole Board for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Parole Board are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

The account is prepared using the historical cost convention. The impact of revaluing the Board's fixed assets using modified historical cost accounting was found to be immaterial, therefore modified historical cost accounting has not been adopted. This complies with Treasury guidance. Without limiting the information given, the accounts meet the accounting and disclosure requirements of the Companies Act and the accounting standards issued or adopted by the Accounting Standards Board so far as those requirements are appropriate.

#### b) Grant-in-aid

The Government Financial Reporting Manual (FReM) requires Non-Departmental Public Bodies (NDPBs) to account for grants and grants in aid received for revenue purposes as financing because they are regarded as contributions from a controlling party which give rise to a financial interest in the residual value of NDPBs.

#### c) Property plant and equipment

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

#### d) Depreciation and amortisation

- Information Technology & Equipment: Depreciation is provided on a straight line basis, at rates calculated to write off the purchase costs over 3 years.
- Furniture & fittings: Depreciation is provided on a straight line basis, at rates calculated to write off the purchase costs over 5 years.

Depreciation and amortisation are calculated monthly.

#### e) Pension costs

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

#### f) Capital charge

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

**g) Employee benefits**

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

**h) Notional costs**

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

**i) Value Added Tax**

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

**j) Capital grant-in-aid**

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

**k) Operating leases**

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

**2. First time adoption of IFRS**

	General reserve £	Capital reserve £	Total £
Taxpayers' equity at 31 March 2009 under UK GAAP	(175,682)	38,573	(137,109)
Adjustment for FRS-IAS19-accrued holiday pay	(55,871)	-	(55,871)
Taxpayers' equity at 1 April 2009 under IFRS	(231,553)	38,573	(192,980)
Net Expenditure for 2008/9 under UK GAAP			8,560,668
Adjustment for FRS-IAS19-accrued holiday pay			13,193
Net Expenditure for 2008/9 under IFRS			8,573,861

<b>3a. Employment costs</b>		
	2009/10 £	Restated 2008/09 £
<b>Chairman, CEO and full-time Board members</b>		
Remuneration	268,609	248,568
Pension contributions	61,985	53,597
Social security costs	30,085	25,884
	<b>360,679</b>	<b>328,049</b>
<b>Part-time Board members</b>		
Fees	2,920,540	2,682,273
Social security costs	289,077	271,560
	<b>3,209,617</b>	<b>2,953,833</b>
<b>Secretariat staff (Includes seconded staff)</b>		
Salaries and wages, including overtime	2,454,782	1,912,226
Pension contributions	410,285	347,612
Social security costs	186,813	147,153
	<b>3,051,880</b>	<b>2,406,991</b>
<b>Agency staff</b>		
	<b>408,136</b>	<b>964,579</b>
<b>Total</b>	<b>7,030,312</b>	<b>6,653,452</b>



**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:

				2009/10	2008/09
	Employed	Seconded*	Agency	Total	Total
Management	8	3	-	11	11
Casework	52	14	10	76	72
Secretarial/administrative support	8	3	2	13	12
<b>Total</b>	<b>68</b>	<b>20</b>	<b>12</b>	<b>100</b>	<b>95</b>

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

**c)** The pension entitlements and remuneration of the Chairman, the Full-Time Member, the Chief Executive and Senior Executives during 2009/10 are disclosed in the remuneration report.

#### **d) Pension benefits**

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

For 2009/10, contributions of £472,270 were payable by the Board to the PCSPS (2008/09 £401,209) at one of four rates in the range 16.7% to 24.3% of pensionable pay (17.1% to 25.5% in 08/09), 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 four statutory based "final salary" defined benefit schemes (classic, premium, classic plus and nuvos). New entrants after 30 July 2007 may choose between membership of nuvos or joining a good quality "money purchase" stakeholder based arrangement with a significant employer contribution (partnership pension account).

#### **i) Classic Scheme**

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

**ii) Premium Scheme**

Benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum, but members may commute some of their pension to provide a lump sum up to a maximum of 3/80ths of final pensionable earnings for each year of service or 2.25 times pension if greater (the commutation rate is £12 of lump sum for each £1 of pension given up). For the purposes of pension disclosure the tables assume maximum commutation. Members pay contributions of 3.5 per cent of pensionable earnings. On death, pensions are payable to the surviving spouse or eligible partner at a rate of 3/8ths of the member's pension (before any commutation). On death in service, the scheme pays a lump sum benefit of three times pensionable earnings and also provides a service enhancement on computing the spouse's or partner's pension. The enhancement depends on length of service and cannot exceed 10 years. Medical retirement is possible in the event of serious ill health. In this case, pensions are brought into payment immediately without actuarial reduction. Where the member's ill health is such that it permanently prevents them undertaking any gainful employment, service is enhanced to what they would have accrued at age 60.

**iii) Classic Plus Scheme**

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

**iv) Nuvos**

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

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

**v) Partnership Pension Account**

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

**e)** The emoluments (non-pensionable) of the highest paid part-time Board member were £90,104 (2008/09 - £83,334).

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

Part-time members' emoluments		
	2009/10 No.	2008/09 No.
Not exceeding £5,000	93	75
5,000 - 9,999	39	25
10,000 - 14,999	22	23
15,000 - 19,999	14	20
20,000 - 24,999	18	15
25,000 - 29,999	16	10
30,000 - 34,999	5	2
35,000 - 39,999	5	7
40,000 - 44,999	4	1
45,000 - 49,999	2	2
50,000 - 54,999	5	2
55,000-59,999	-	1
60,000-64,999	-	3
65,000-69,999	2	1
70,000-74,999	-	1
80,000-84,999	-	2
90,000-94,999	1	-
<b>Total</b>	<b>226</b>	<b>190</b>

#### 4. Other Expenditure

	2009/10 £	2008/09 £
Travel and subsistence	812,615	809,795
Information technology costs	387,625	382,649
Stationery and printing	181,057	225,565
Professional fees	47,356	131,167
Recruitment costs	38,109	93,523
Miscellaneous costs	43,328	54,154
Members' training	99,750	52,927
Staff training	53,345	40,569
Audit fees		
-external audit (NAO)	19,000	18,500
-external audit of IFRS	2,000	2,000
-internal audit	27,610	14,663
Operating leases	53,373	16,874
Web site	3,513	1,222
Non-cash items		
Depreciation and amortisation	82,998	77,761
Loss on disposal of non-current asset	462	305
<b>Total</b>	<b>1,852,141</b>	<b>1,921,674</b>

#### 5. Notional Costs

	2009/10 £	2008/09 £
Accommodation and other common services	1,010,078	998,167
Postage	804,412	116,450
Casework legal costs	1,187,323	1,307,392
<b>Total</b>	<b>3,001,813</b>	<b>2,422,009</b>

Notional costs reflect the costs incurred by NOMS in respect of the following services provided to the Board where no cash settlement is made.

Postage costs for 2009/10 includes the cost of couriers, which was not available for the previous year.

## 6a. Property plant and equipment

	Furniture £	IT Hardware £	Total £
<b>Cost</b>			
At 1 April 2009	79,235	172,713	251,948
Additions	7,529	54,058	61,587
Disposal	-	(36,843)	(36,843)
At 31 March 2010	86,764	189,928	276,692
<b>Accumulated depreciation</b>			
At 1 April 2009	33,550	130,199	163,749
Charge for the year	14,193	44,020	58,213
Depreciation on disposal	-	(36,381)	(36,381)
At 31 March 2010	47,743	137,838	185,581
<b>Net book value at 31 March 2010</b>	<b>39,021</b>	<b>52,090</b>	<b>91,111</b>
Net book value at 31 March 2009	45,685	42,514	88,199

	Furniture £	IT Hardware £	Total £
<b>Cost</b>			
At 1 April 2008	67,624	161,181	228,805
Additions	11,611	12,059	23,670
Disposal	-	(527)	(527)
At 31 March 2009	79,235	172,713	251,948
<b>Accumulated depreciation</b>			
At 1 April 2008	20,626	85,300	105,926
Charge for the year	12,924	45,177	58,101
Depreciation on disposal	-	(278)	(278)
At 31 March 2009	33,550	130,199	163,749
<b>Net book value at 31 March 2009</b>	<b>45,685</b>	<b>42,514</b>	<b>88,199</b>
Net book value at 31 March 2008	46,998	75,881	122,879

## 6b. Intangible assets

	IT Software £
<b>Cost</b>	
At 1 April 2009	77,850
Additions	54,759
Disposal	(11,525)
<b>At 31 March 2010</b>	<b>121,084</b>
<b>Accumulated amortisation</b>	
At 1 April 2009	53,303
Charge for the year	24,785
Depreciation on disposal	(11,525)
<b>At 31 March 2010</b>	<b>66,563</b>
<b>Net book value at 31 March 2010</b>	<b>54,521</b>
Net book value at 31 March 2009	24,547

	IT Software £
<b>Cost</b>	
At 1 April 2008	64,922
Additions	13,047
Disposal	(119)
<b>At 31 March 2009</b>	<b>77,850</b>
<b>Accumulated amortisation</b>	
At 1 April 2008	33,706
Charge for the year	19,660
Amortisation on disposal	(63)
<b>At 31 March 2009</b>	<b>53,303</b>
<b>Net book value at 31 March 2009</b>	<b>24,547</b>
Net book value at 31 March 2008	31,216



## 7. Trade receivables and other current assets

Amounts falling due within one year

	31 March 2010 £	31 March 2009 £	1 April 2008 £
Prepayments	53,226	19,985	11,154
Staff receivables	19,866	11,528	13,011
Government receivables	1,918	10,910	6,774
<b>Total</b>	<b>75,010</b>	<b>42,423</b>	<b>30,939</b>

## 8. Trade payables and other current liabilities

Amounts falling due within one year

	31 March 2010 £	Restated 31 March 2009 £	Restated 1 April 2008 £
Members payroll	44	190,837	236,926
Tax and social security	92,818	84,425	93,290
Trade payables	51,104	114,679	81,051
Accruals-holiday pay under IFRS	80,019	55,871	42,678
Accruals	318,822	117,098	161,414
Government payables	12,396	-	32,746
<b>Total</b>	<b>555,203</b>	<b>562,910</b>	<b>648,105</b>

## 9. Intra – government balances

	31 March 2010	31 March 2010	31 March 2009	Restated 31 March 2009	1 April 2008	Restated 1 April 2008
	Receivables: amounts falling due within one year	Payables: amounts falling due within one year	Receivables: amounts falling due within one year	Payables: amounts falling due within one year	Receivables: amounts falling due within one year	Payables: amounts falling due within one year
	£	£	£	£	£	£
Balance with HMRC	-	115,042	-	84,425	-	93,290
Balances with other central government bodies	1,918	12,396	10,910	-	6,774	32,746
Balances with bodies external to government	73,092	427,765	31,513	478,485	24,165	522,069
<b>At 31 March 2010</b>	<b>75,010</b>	<b>555,203</b>	<b>42,423</b>	<b>562,910</b>	<b>30,939</b>	<b>648,105</b>

## 10. Related party transactions

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

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

## 11. Commitments under leases

Total future minimum lease payments under operating leases are given in the table below for each of the following periods.

	31 March 2010 £	31 March 2009 £
Payments due within one year	73,787	31,234
Payments due within 2-5 years	242,380	62,870
<b>Total</b>	<b>316,167</b>	<b>94,104</b>

## 12. Financial instruments

The Parole Board has no borrowings and relies on grant-in-aid from the Ministry of Justice for its cash requirements, and is therefore not exposed to significant credit, liquidity or market risk.

## 13. Contingent liabilities

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

## 14. Events after the reporting period

There were no events between the balance sheet date and the date the accounts were authorised for issue, which is interpreted as the date of the Certificate and Report of the Comptroller and Auditor General.

## 15. Financial targets

There were no key financial targets for the Parole Board.

## 16. Losses and special payments

There were no losses or special payments during the year.



# Membership

of the Parole Board between  
1 April 2009 and 31 March 2010



# Membership of the Parole Board between 1 April 2009 and 31 March 2010

## **The Rt Hon Sir David Latham**

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

## **The Hon Mr Justice Neil Butterfield**

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

## **Lindsay Addyman JP**

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

## **Dr Tunde Akinkunmi MB, LL.M, MRCPsych**

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

## **Dr Michael Alcock BSc, MB, BS, MRC**

Consultant Forensic Psychiatrist, Marlborough House Regional Secure Unit, Buckinghamshire Mental Health NHS Trust. (Appointed July 2002) (Retired September 2009)

## **Her Honour Caroline Alton**

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

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

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

## **Richard Baldwin**

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

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

Consultant Forensic Psychiatrist, The Hatherton Centre, Stafford. Medical Director, South Staffordshire and Shropshire Healthcare NHS Foundation Trust. (Appointed September 2001, reappointed July 2007)

## **Fiona Barrie**

Solicitor. Part-time member of the Mental Health Review Tribunal. Deputy District Judge (Magistrates' Courts). (Appointed July 2003) (Left January 2010)

## **Arnold Barrow**

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



**His Hon Keith Bassingthwaite**

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

**His Hon John Beashel DL**

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

**His Hon Judge Martin Beddoe,**

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

**His Hon Judge Peter Benson**

Circuit Judge, Bradford Crown Court. (Appointed July 2003) (Retired September 2009)

**Dr David Bickerton**

Consultant psychiatrist. (Appointed September 2009)

**His Hon Judge Neil Bidder QC**

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

**His Hon Judge Inigo Bing**

Circuit Judge, Snaresbrook Crown Court (2000 to date). Former Metropolitan Stipendiary Magistrate (1989-2000). (Appointed July 2002) (Retired September 2009)

**His Hon Judge Peter Birts QC**

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

**Dr Dawn Black MSc, MD, FRCPsych**

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

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

Full-time member. Director of Quality and Standards. Practising Forensic Psychologist registered with the Health Professionals Council and previously senior manager in HM Prison Service (Appointed April 2008)

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

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

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

Former Senior Civil Servant at National Youth Justice Board. National safeguarding children specialist, Independent Chair Herefordshire LSCB and Central Bedfordshire LSCB. (Appointed July 2005)

**Carol Bond BSc (Hons), MSc, C Psychol, AFBps**

Senior Lecturer, University of Bolton. (Appointed July 2005)

**Nigel Bonson MA (Exon)**

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



**Mary Bowden**

Hon Curate, Christ Church, Gipsy Hill. Formerly Director, Home Office Immigration & Asylum Appeals. Regional Director, Greater London Magistrates' Courts Authority. (Appointed July 2006) (Left August 2009)

**Louise Bowers BA, MSc, C Psychol, Csci, AFBPsS**

Chartered Psychologist and Forensic Psychologist. Formerly Principal Forensic Psychologist, HM Prison Service and South West London & St George's Mental Health NHS Trust. Now working in private practice. (Appointed July 2003)

**His Hon Judge Geoffrey Breen**

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

**His Hon Judge Michael Brooke QC**

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

**His Hon Judge Mark Brown**

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

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

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

**His Hon Judge Robert Brown**

Circuit Judge, Criminal law at Preston Crown Court (2002 -). Circuit Judge, Northern Circuit (1988 to date). Family Judge, Deputy High Court Judge Family and Civil (1989-2002). Resident Judge in Carlisle (1989-2001) Barrister (Manchester) 1968. (Appointed July 2008)

**His Hon David Bryant**

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

**Laura Buckley**

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

**Graham Bull**

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

**His Hon Judge Jeffrey Burke BA, QC**

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

**His Hon Judge Michael Burr**

Circuit Judge, (1992-2008). Solicitor since 1964. (Appointed July 2008)

**Bruce Butler**

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

**Pauline Calderato MSc**

Solicitor (Non-practising). Criminal Justice Consultant and Trainer. Former bench legal manager, HM Courts Services, London. (Appointed Sep 09)

**Margaret Carey MBE, JP**

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

**John Chandler CBE, C Eng, FRAeS**

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

**His Hon Peter Charlesworth**

Retired Circuit Judge. North-Eastern Circuit, based at Leeds Crown Court. (Appointed July 2005)  
(Left April 2009)

**Dr Barry Chipchase MB, ChB, MRC Psych, MBA**

Consultant in Adolescent Psychiatry, Newcastle General Hospital. (Appointed July 2002) (Retired September 2009)

**Dr Derek Chiswick MB, ChB, Mphil, FRC Psych**

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

**Jane Christian**

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

**Alison Clark**

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

**Helen Clarke**

Deputy district Judge (civil). Chair, Residential Property Tribunal Service. (Appointed September 2009)  
(Left February 2010)

**Ian Clewlow BA (Hons), MSW**

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

**His Hon Judge Gerry Clifton**

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

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

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

**His Hon Judge Nick Coleman**

Circuit Judge at Huntingdon Law Courts (2009 to date). Resident Judge, Peterborough Combined Court (June 2001 - 2009). (Appointed July 2004)

**His Honour Judge Paul Collins CBE**

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

**Andrea Cook OBE, BA (Hons), MA**

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

**Dr Rosemarie Cope MB, ChB, FRC Psych**

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

**His Hon Judge Graham Cottle**

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

**Dr Paul Courtney MRC Psych**

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

**His Hon Gareth Cowling**

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

**His Hon Tom Cracknell**

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

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

Former investment banker. (Appointed July 2007)

**Dr Lynne Daly MA, MB, BChir, MRCPsych**

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

**Sue Davies**

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

**His Hon Judge Simon Davis**

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

**Malcolm Davidson BA (Hons), BSc, MSc**

Probation Officer, National Offender Management Service. Lay Member of the Employment Tribunals Service. (Appointed July 2005)

**His Hon Judge Paul Dodgson**

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

**His Hon Fabyan Evans**

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

**Joanna Evans**

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

**Kim Evans OBE**

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

**Rick Evans**

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

**Simon Evans LLB**

Solicitor (non-practising). Deputy Traffic Commissioner. Chair of Nursing & Midwifery Council Fitness to Practise Committee; Member, Lancashire Probation Board. Former Area Director, HM Courts Service, Cumbria. Former Justices' Clerk, Barrow-in-Furness & East Cumbria. (Appointed July 2007)

**His Hon Judge Steven Everett**

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

**Dr Matthew Fiander**

Honorary Senior Lecturer in Forensic Mental Health, St George's, University of London. Tribunal Member, First-tier Tribunal (Health, Education and Social Care Chamber). (Appointed July 2002, reappointed September 2009)

**His Hon Peter Fingret**

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

**Sian Flynn**

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

**His Hon Judge Paul Focke QC**

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

**Dr Caroline Friendship BSc (Hons), MSc, PhD, C Psychol, AFBPS** Chartered Forensic Psychologist in private practice. Former Principal Psychologist with HM Prison Service and Home Office. (Appointed July 2006)

**Diana Fulbrook OBE**

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

**Lucy Gampell OBE**

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

**Professor Liz Gilchrist MA, MPhil, PhD**

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

**His Hon Judge Alan Goldsack QC, DL**

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

**Laura Green**

Barrister. (Appointed September 2009)

**His Hon Judge David Griffith-Jones QC**

Circuit Judge (2007-). ACAS Arbitrator (2007) Former Chairman of IIC Drugs Appeal Tribunal and LTA Appeals Committee. Written articles on "Law and the Business of Sport" (Butterworths 1998) and articles for magazines such as New Law Journal, Employment Law Briefing and Sport and the Law Journal.

**His Hon Judge David Griffiths**

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

**Ronno Griffiths**

Self employed trainer, researcher and consultant with a special interest in substance misuse, sexual abuse and sexual health fields. (Appointed September 2009)

**Her Hon Judge Anna Guggenheim QC**

Judge. (Appointed March 2010)

**Professor John Gunn CBE, MD, FRCPsych, FMedSci**

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

**Her Hon Judge Carol Hagen**

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

**James Haines MBE**

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

**Dr Morgan Haldane**

Consultant Psychiatrist, South London and Maudsley NHS Foundation Trust. Lecturer, Institute of Psychiatry, London. (Appointed July 2008) (Left November 2009)

**Dr Robert Halsey BSc, D Clin Psy, C Psychol**

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

**His Hon Tony Hammond**

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

**Alan Harris**

Solicitor. Member of the Association of Personal Injury Lawyers and part-time member of the Fitness to Practise Panel of the Nursing and Midwifery Council. (Appointed July 2006)

**His Hon Judge Gareth Hawkesworth**

Appointed to the Circuit Bench (1999). Member of Gray's Inn. Practised at Fenner Chambers, Cambridge (1974-99). Called to the Bar, 1972. (Appointed September 2001) (Retired September 2009)

**Peter Haynes**

Performance Advisor, Office of Criminal Justice Reform. (2003-2006). Assistant Chief Officer, Sussex Probation Area (1992-2003). (Appointed July 2006).

**His Hon Judge Philip Head**

Circuit Judge, Leicester Crown Court (2004). (Appointed July 2006) (Retired September 2009)

**Matthew Henson**

Psychotherapist (Appointed July 2005)

**Glyn Hibberd**

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

**Debbie Hill**

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

**Her Hon Judge Estella Hindley QC**

Birmingham Crown and County Courts. (Appointed August 1998)

**Julia Holman**

Solicitor. Tribunal Judge, First Tier Tribunal, Mental Health. (Appointed July 2002) (Retired September 2009)

**Joanna Homewood CPsychol, MSc, BA**

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

**His Hon Judge Toby Hooper QC**

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

**Liz Housden**

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

**Trevor Hoyland**

Former Detective Superintendent, South Yorkshire Police. (Appointed July 2002) (Retired September 2009)

**Her Hon Judge Judith Hughes QC**

Barrister (1974). Benchler, Inner Temple (1994). QC (1994). Circuit Judge, South East Circuit (2001). (Appointed July 2002) (Retired September 2009)

**His Hon Judge Merfyn Hughes QC**

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

**Phillip Hughes**

Farmer. Chair of IGNITE, the Regional Centre of Excellence for Sustainable Communities. (Appointed September 2009)

**John Jackson MA, FCIS**

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

**Pat Johnson**

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

**His Hon Judge Geoffrey Kamil CBE**

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

**Her Honour Judge Louise Kamill**

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

**Mary Kane**

Solicitor. Tribunal Judge, Appraiser & Mentor, Mental Health Tribunal and Special Educational Needs & Disability Tribunal. Family Mediator. Deputy Traffic Commissioner. Legal member, GMC. Facilitator for JSB training. (Appointed July 1996, reappointed July 2007)

**Chitra Karve**

Solicitor and Full-time member. Director of Performance and Development. (Appointed February 2010)

**Andrew Keen**

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

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

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

**Sue Kesteven BA (Hons)**

Lay Member, First-tier Tribunal (Health, Education and Social Care Chamber (Appointed July 2007)

**Martin King JP, BA, DMS**

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

**Professor Dora Kohen MD, FRCPsych**

Consultant psychiatrist and Professor of Clinical Psychiatry. (Appointed July 2006) (Deceased 20 July 2009)

**Dr Sian Koppel**

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

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

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

**His Hon Judge Timothy Lawrence**

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

**Heidi Leavesley**

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

**Susan Lewis MBA, BA(Hons), DipSW**

Non-executive director Penrose Housing Association (2008). Former senior manager housing care and support services (2005 – 2010). Former assistant chief probation officer (London) 1990-2004. (Appointed March 2010)

**Sarah Lightfoot**

Full-time Member and Director of Performance and Development. Previously Management Consultant. (Appointed September 2003) (Retired September 2009)

**His Hon Crawford Lindsay QC**

Retired Circuit Judge. (Appointed July 2008)

**Robin Lipscombe JP**

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



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

Consultant Psychiatrist, General Medical Council. (Appointed July 2008) (Left September 2009)

**Rachael Loveridge**

Operations Manager for Programmes and Employment, Training and Education, Hampshire Probation Trust (2010 -) (Appointed July 2003)

**His Hon Judge Shaun Lyons**

Judge. (Appointed March 2010)

**Sue Lytton**

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

**His Hon Judge Kerry Macgill**

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

**The Hon Mr Justice Colin Mackay**

High Court Judge. (Appointed July 2005)

**Rob Mandley MSc, MA**

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

**Bill Mayne**

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

**Brenda McAll-Kersting**

Independent management and communications consultant; Deputy Chair and NED, Buckinghamshire Hospitals NHS Trust; Lay Assessor for NHS National Clinical Assessment Service; NED Tergo HR: Former senior manager in large corporates, financial services and telecommunications. (Appointed September 2009)

**Linda McHugh**

Management Consultant. Vice-Chair, Community Housing Group. Trustee, Nacro. Board Member, NCE. Trustee, Westminster Amalgamated Charity. (Appointed July 2002) (Retired September 2009)

**Professor Christopher McWilliam**

Consultant psychiatrist with thirty years' experience in psychiatry and extensive forensic and medico-legal experience. (Appointed September 2009)

**His Hon Judge Christopher Metcalf**

Circuit Judge. (Appointed July 2001) (Reappointed March 2010)

**Melanie Millar BA (Hons), MSc, MSW**

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

**His Hon Judge John Milmo QC**

Circuit Judge. (Appointed July 2005)

**Andrew Mimmack**

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

**Clare Mitchell**

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

**His Hon Judge David Mole QC**

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

**Her Hon Judge Anne Molyneux**

Circuit Judge and designated community relations and diversity Judge at the Crown Court at Isleworth (2007 to date). Formerly a partner in an international law firm. Became a solicitor in 1983 and a Recorder in 2000. Independent member of the Parole Board (2003-2007).

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

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

**Heather Morgan**

Solicitor. Tribunal Judge, Mental Health cases. Chairman, Exeter Community Initiatives. Member, Central Devon Advisory Committee on Justices of the Peace. (Appointed July 1999) (Retired September 2009)

**His Hon Ronald Moss**

Retired in 2009 but still sits as a Deputy Circuit Judge. Formerly worked Metropolitan Stipendary Magistrate (1984-93) and Circuit Judge at Harrow Crown Court (1993). (Appointed July 2006).

**Michael Mulvany**

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

**Mr David Mylan**

Solicitor. Part-time Tribunal Judge MHRT. (Appointed September 2001, reappointed Sep 2009)

**Celeste Myrie BA (Hons)**

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

**Paul Nicholson JP**

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

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

Consultant Forensic Psychiatrist; Interim Medical Director, Herefordshire PCT. (Appointed July 2008)

**Glyn Oldfield**

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

**Tanya Ossack**

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

**His Hon Judge Michael O'Sullivan**

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

**Sarah Page**

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

**Graham Park CBE**

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

**Barbara Parn**

Assistant Chief Officer, Warwickshire Probation Trust. Currently seconded to Steria UK as a business analyst. (Appointed July 2003)

**Nick Paul**

Barrister. Deputy District Judge. Fee-paid Immigration Judge and Mediator. (Appointed July 2006) (Left August 2009)

**Cedric Pierce JP**

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

**Sir Christopher Pitchers**

Retired High Court Judge. (Appointed July 2005)

**His Hon Judge Stephen Powles QC**

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

**Arthur Price-Jones LLB**

Solicitor (retired). Former Town Clerk of Leicester City Council. Past Member of the Council of the Law Society. Former part-time member of the Police Complaints Authority. Member Appraiser (2020). (Appointed September 1997, reappointed July 2005)

**His Hon Judge David Pugsley**

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

**Emma Pusill BA (Hons)**

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

**Tony Raban MA, MBA**

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

**Malcolm Rae OBE, FRCN**

Former Nursing Officer Mental Health and Forensic Psychiatry, Department of Health. (Appointed July 2002) (Retired September 2009)

**Alan Rayner BSc, MBA, JP**

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

**His Hon Martin Reynolds**

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

**Dr Lauren Richards**

Consultant psychologist. Chartered clinical and forensic psychologist. Currently working in a women's medium secure unit. Previous experience working in a men's medium secure unit and in prisons. (Appointed September 2009)

**His Hon Judge Jeremy Roberts QC**

Judge at Central Criminal Court (2000 to date). Queen's Counsel since 1982. Called to the Bar (Inner Temple) in 1965. (Appointed March 2010)

**Jon Roberts MA, BSc ECON**

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

**His Hon Judge Mervyn Roberts**

Circuit Judge, South Eastern Circuit (1999). Member Criminal Injuries Compensation Board (1996-1999). (Appointed July 2002, reappointed September 2009)

**Patrick Edward Robertshaw**

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

**His Hon Judge John Rogers**

Circuit Judge (1998-2010). Member of Mental Health Review Tribunal (1983-2000). Queen's Counsel (1979-1998). Barrister (1963-1979) (Appointed March 2010)

**Deep Sagar**

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

**Dr Gwyneth Sampson MB, ChB, DPM, FRC Psych**

Consultant Psychiatrist. Medical Member Mental Health Review Tribunal. (Appointed July 2002) (Retired September 2009)

**Peter Sampson**

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

**His Hon John Samuels QC**

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

**Dr Heather Scott**

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

**Dr Kishore Seewoonarain MD (France), FRCPsych**

Consultant Forensic Psychiatrist (Retired); former Clinical Director of the Essex Forensic Mental Health Services; Second Opinion Appointed Doctor with the Care Quality Commission; Member of the Board of Examiners of the Royal College of Psychiatrists. (Appointed July 2008).

**Dr Shubhinder Shergill MBBS, BSc(Hons), MRCPsych**

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

**Dr Michelle Shepherd**

Consultant general adult psychiatrist. Working in private practice. Part-time medical member, Mental Health Review Tribunal. (Appointed September 2009)

**His Hon Judge Mota Singh QC**

Judge. Appointed (2009)

**His Hon Edward Slinger**

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

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

Consultant Forensic Psychiatrist, Addenbrooke's Hospital, Cambridge. (Appointed July 2002) (Retired September 2009)

**Susan Smith**

Former Journalist and Communications Director. Independent Complaints Investigator, Social Care. (Appointed July 2005)

**His Hon Judge James Spencer QC**

Circuit Judge, Leeds and Bradford. (Appointed July 2002) (Retired September 2009)

**His Hon Judge Leslie Spittle**

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

**Alison Stone**

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

**Carol Swaffer LLB**

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

**Barbara Swyer**

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

**Kay Terry**

Victim Support and Witness Service Consultant. Former Social Policy Researcher and author. Board Member, Wiltshire Probation Service. (Appointed July 2002) (Retired September 2009)

**Elana Tessler**

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

**Tony Thake JP**

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

**Huw Vaughan Thomas BA, MSc**

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

**His Hon Judge Anthony Thornton QC**

Senior Circuit Judge, Technology and Construction Court, London. Restricted Patients Panel, Mental Health Review Tribunal. (Appointed July 2002) (Retired September 2009)

**His Hon Anthony Thorpe**

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

**His Hon Judge Charles Tilling**

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

**His Hon Leon Viljoen**

Retired Circuit Judge. (Appointed September 1997, reappointed July 2005)

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

Consultant Clinical Forensic Psychologist. (Appointed July 2003)

**His Hon Judge James Wadsworth**

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

**Adrian Walker-Smith**

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

**Aruna Walsh**

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

**Dr Mary Walsh**

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

**Helen Ward**

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

**Helen West**

Chief Officer (interim) of Kent Probation. (Appointed July 2007)

**Alan Whiffin**

Formerly Chief Probation Officer, Bucks and Oxfordshire. (Appointed July 1999) (Retired September 2009)

**Denise White**

Chief Probation Officer, Derbyshire. (Appointed July 2006)

**Dr Helen Whitworth MBChB, MSc, MRCPsych**

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

**His Hon Judge Charles Wide QC**

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

**Jane Widgery**

Solicitor (Non-practising). Former visiting lecturer in contract law and statutory interpretation. (Appointed September 2009)

**Patricia Williamson CIPD**

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

**Peter Wilshaw MA(crim)**

Former Detective Chief Superintendent, Head of CID, Humberside Police. (Independent Member 1999-2006, re-appointed July 2009)

**Sarah Wilson**

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

**His Hon Judge Paul Worsley**

Circuit Judge (2006). (Appointed July 2007)

**His Hon Judge David Wynn Morgan**

Circuit Judge, Cardiff Crown Court. (Appointed July 2002) (Retired September 2009)

## Management Board

**The Rt Hon Sir David Latham** (*Chair*)

**The Hon Mr Justice Neil Butterfield** (*Vice-Chair*)

**Linda Lennon** (*Chief Executive from 14 April 2009*)

**Martha Blom-Cooper** (*Director of Quality and Standards*)

**Sarah Lightfoot** (*Director of Performance and Development until 30 September 2009*)

**Chitra Karve** (*Director of Performance and Development from 22 February 2010*)

**Diana Fulbrook** (*Non-executive member*)

**Robin Lipscombe** (*Non-executive member*)

**Linda McHugh** (*Non-executive member until 30 September 2009*)

**Alison Stone** (*Non-executive member*)

**Graham Bull** (*Non-executive member from 28 January 2010*)

**Huw Vaughan Thomas** (*Ex-officio member from 29 October 2009*)

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



## Glossary

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





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