

the  
Parole  
Board

---

working with others  
to protect the public

# Annual Report and Accounts 2010/11

the Parole Board for England and Wales



# **Annual Report and Accounts**

## **2010/11**

the Parole Board for England and Wales

Presented to Parliament pursuant to paragraphs 10 and 11 of  
Schedule 19 of the Criminal Justice Act 2003

Ordered by the House of Commons to be printed 18 July 2011

© **Parole Board (2011)**

The text of this document (this excludes, where present, the Royal Arms and all departmental and agency logos) may be reproduced free of charge in any format or medium providing that it is reproduced accurately and not in a misleading context

The material must be acknowledged as Parole Board copyright and the document title specified. Where third party material has been identified, permission from the respective copyright holder must be sought.

Any enquiries regarding this publication should be sent to us at [info@paroleboard.gov.uk](mailto:info@paroleboard.gov.uk)

This publication is also for download at [www.official-documents.gov.uk](http://www.official-documents.gov.uk) and from our website at [www.justice.gov.uk](http://www.justice.gov.uk)

ISBN: 9780102972672

Printed in the UK by The Stationery Office Limited  
on behalf of the Controller of Her Majesty's Stationery Office

ID 2441899 07/11

Printed on paper containing 75% recycled fibre content minimum

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

11 July 2011

Dear Justice Secretary

I have pleasure in presenting to you the Parole Board's Annual Report and Accounts for 2010/11.

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

During the past year we have faced the ongoing challenge of a rise in our oral hearings caseload along a significant backlog of outstanding cases carried over from the previous year. Our response has been to hold a record number of oral hearings this year and reduce the backlog that we started the year with by 40%.

The coming year also promises to be a challenging one as we work to reduce still further the backlog of outstanding cases and at the same time manage changes that may result from decisions on the future status of the Parole Board.

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 certification 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

---

### **Parole Board for England and Wales**

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

**Enquiries:** 0845 251 2220

**Fax:** 0845 251 2221

**E-mail:** [info@paroleboard.gov.uk](mailto:info@paroleboard.gov.uk)

**Website:** [www.justice.gov.uk](http://www.justice.gov.uk)

# Contents

About the Board	4
Key Statistics	6
Chairman's Foreword	8
Chief Executive's Review of the Year	10
Public Accounts Committee/NAO	12
Future of the Parole Board	13
Casework	14
Quality and standards	15
Performance and development	16
Legal challenge	18
Public confidence	20
Performance against Business Plan 2010/11	23
Statistics	29
Statement of Accounts	45
Membership of the Parole Board	83
Glossary	107

# About the Parole Board

## What is the Parole Board?

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

## What are the aims of the Parole Board?

The Parole Board aims to:

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

## What are the responsibilities of the Parole Board?

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

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 some 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.



# Key Statistics

## 25,566

The number of cases considered during the year. This compared with 24,204 in 2009/10, up by 6%. This rise in total cases is due to an increase in indeterminate sentence and recall cases being referred to the Board, partially offset by a fall in DCR cases. The number of resource intensive three member indeterminate sentence oral hearings rose by 27%.

## 3,732

The number of oral hearings that took place during the year. This compared with 2,974 in 2009/10, up by 25%. This continues the rising trend in the number of such hearings. Lifer oral hearings rose from 1,170 in 2009/10 to 1,607 this year. IPP cases also rose from 1,022 in 2009/10 to 1,430 this year.

## 1,381

The number of determinate sentence cases considered by paper panels during the year. This compared with 1,792 in 2009/10, down by 23%. The number of DCRs continues to fall significantly as these sentences are phased out under the 2003 Criminal Justice Act. There was also a fall in EPP and deport cases.

## 14,159

The number of recall cases considered during the year. This compared with 13,423 in 2009/10, up 5%. The number of single member oral hearings and sift cases to consider representations against recall fell by 19% during the year from 1,598 to 1,301.

## 18%

The percentage of DCR cases where parole was granted. This is the same as the 18% release rate in 2009/10. The number of DCR cases considered by the Board continues to fall and only the most serious cases, on longer fixed sentences, remain in the system.

## 41

The number of determinate sentence prisoners recalled from parole during the year following an allegation of a further offence. This figure has fallen from 50 in 2009/10. Out of an average of 652 such prisoners on parole during the year this is a recall rate of 6.3%, which is up compared to the recall rate for further offences for 2009/10 of 4%.

## 15%

The percentage of life sentence cases considered by oral hearing where life licence was granted. This has risen from the lifer release rate of 11% in 2009/10. The release rate for IPP prisoners is 6%, up from 5% in 2009/10.

## 111

The number of prisoners on life licence who were recalled during the year for any reason. This is out of a total of 1,763 life sentence prisoners under active supervision in the community during the year, or 6.3%. This is a rise from the figure for 2009/10 of 90 recalls from life licence out of 1,757 prisoners in the community, or 5%.



## Chairman's Foreword

### Sir David Latham

The Parole Board continues to operate in a challenging and changing environment. Our total caseload is now rising again after a dip last year, with the number of resource intensive oral hearings increasing significantly over the last year. At the same time we continue to face the prospect of changes to our sponsorship arrangements and a likely move to join the Courts and Tribunals Service within the next year or so.

#### Backlog of cases

Twelve months ago a severe shortage of member resource was crippling the ability of the Board to deal with the explosion in the number of oral hearings needed to consider lifer and IPP prisoners. This led to a backlog of indeterminate cases awaiting a review of whether they could safely be released back into the community.

However, over the last 12 to 18 months we have worked closely with our colleagues in the Ministry of Justice to resolve this situation, with the result that we have appointed 57 additional judicial members and 48 new independent and specialist members during the last year. We have also inducted, and trained up all of these new members and started to put them to work alongside our more experienced members.

This huge effort has enabled us to schedule and hear almost 40% more lifer and IPP oral hearings panels than we have previously held and as a result start to make a real impact on the size of our backlog of cases. However, this achievement would not have been possible without the vital part played by our secretariat staff, who have been asked to manage a mushrooming caseload with no increase in their numbers at all over the last 12 months.

This higher level of activity demands new ways of working if we are to cope and one of the most exciting is the parole hub video-link project. This project, which will launch with a six-month pilot scheme at HMP Bristol in Autumn 2011, is designed to increase the average number of hearings that we can hold in a day and save on travel time and costs for those prisoners and witnesses that appear by video-link.

#### Future of the Parole Board

The outcome of the July 2009 MoJ public consultation over the future arrangements for the Parole Board was overtaken by the change of government in May 2010. The MoJ received a total of 75 responses to its consultation document, but these responses established no clear consensus for the way forward.

In the light of this the new Secretary of State, Ken Clarke, told the Board that any decision on its future would not be taken in isolation but would have to be set in the broader context of the sentencing review. In December 2010 the MoJ published a green paper on punishment, rehabilitation and sentencing of offenders. The proposals in the green paper on recall would continue to cut the workload of the Board in that area and the proposal to limit IPP sentences to those who would otherwise have received a determinate sentence of at least ten years would cut the number of IPP prisoners and the Board's workload in the long term.

As regards the future status and location of the Parole Board, the Secretary of State has asked the Chief Executive and myself to work up some proposals for change that reflect those outlined in

our formal response to the consultation document, but without the need for legislation.

In our response we said that we consider transfer of sponsorship to HMCS (now HMCTS) would best serve the requirement of independence and would enable our functions to continue to be carried out with the necessary informality whilst retaining the inquisitorial nature of the proceedings. However, if HMCTS is directly responsible, as the sponsorship body, for delivery of the functions of the Board, we will be in a better position to obtain the necessary judicial resources in particular for us to fulfil our functions effectively.

We are now actively considering how such sponsorship arrangements might work and how longer term we might become integrated into HMCTS whilst retaining our own identity and independence. I hope that these discussions will lead to a final decision on the future status and location of the Parole Board, which will provide a conclusion to a lengthy unsettling period for us.

A handwritten signature in black ink, appearing to read 'David Latham', with a long horizontal flourish extending to the right.

**Sir David Latham**  
**Chairman**

6 July 2011



## Chief Executive's Review of the Year Linda Lennon CBE

I would like to begin this review of the year by sending a huge vote of thanks to all of our staff, members and stakeholders for their hard work and dedication in maintaining high standards and significantly raising levels of performance over the last 12 months. This has been an extremely challenging year and I am very pleased with the level of progress we have achieved.

### Workload

The resources required to keep up with the workload of the Board remains at a historically high level, with the switch away from less labour intensive paper hearings towards much more resource intensive oral hearings continuing.

The total number of cases we have handled this year has risen by 6% from 24,204 to 25,566 following a dip last year. This rise in workload is due to an increase in indeterminate sentence and recall referrals which is only partially offset by a continuing fall in DCR cases.

We are continuing to see an ever increasing number of oral hearings, up 25% overall this year to a new record, driven by the large and stationary population of indeterminate sentence prisoners. Lifer oral hearings rose from 1,170 in 2009/10 to 1,607 this year. IPP cases also rose from 1,022 in 2009/10 to 1,430 this year.

The number of DCR cases continues to fall, by 23% this year, with an increasingly complex hardcore of more serious and problematic offenders left in the system. However, the number of recall cases has started to rise again after recent falls, up 5% this year.

Our greatest achievement this year has been to reduce the backlog of indeterminate cases awaiting

an oral hearing by 40% from 2,651 in April 2010 to 1,420 cases in April 2011.

We are now averaging around 200 oral hearings panels a month, which is almost certainly our operational capacity, and my priority over the next 12 months will be to keep up this level of hearings in order to reduce the backlog still further. This level of hearings has been achieved with no additional staff.

The unit cost of an indeterminate sentence oral hearing is £2,532 per case, compared to £703 for a paper DCR hearing and £69 for a recall case.

### Budget

The Board has been given an indicative budget settlement of £10.5 million for 2011/12. This represents a 4.5% cut over our final revised budget allocation for 2010/11 of £10.98 million. In the context of cross-government spending cuts this is a good settlement, but we will need to work hard to stretch the budget to cover the projected increase in our indeterminate workload whilst continuing to reduce our backlog.

We now have all of our new members in place and fully inducted, so we should be able to find the 4.5% cut in our 2011/12 budget through reductions in member training, a continued pay freeze for staff and our ongoing Lean programme.

### Performance

A detailed report on the Board's performance against Business Plan targets for 2010/11 is given on pages 24 to 28. 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 encourages 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. Overall during 2010/11 not enough dossiers were provided to the Board on time for us to meet our target of issuing 80% of ICM directions or no decisions by week 12 of the generic parole process. However, by the year end we were receiving 70% of complete dossiers on time. So the challenge for us will be to match this improved performance over the coming year.

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 negative paper decisions. However, our performance on oral hearing reviews, where we are affected by the listing prioritisation framework meant that we missed the 80% target, determining only 32% of cases on time.

We performed best of all in the one GPP 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 88% success rate. However, this was a very creditable performance considering that we have significantly increased the number of oral hearings we held this year.

We did meet all of our targets for responding to pre-action correspondence within 20 days, concluding requests for variation of licence conditions with 15 days and issuing determinate paper panel decisions within 2 working days of the panel concluding.



**Linda Lennon CBE**  
**Chief Executive and Accounting Officer**  
6 July 2011

# Public Accounts Committee/NAO

In May 2010 the National Audit Office produced a report on the follow up work they had conducted in relation to the Public Accounts Committee recommendations on the parole process. The report recognised the considerable efforts made to reduce delays to prisoners' hearings and included many positive comments about the work carried out by the Board and the other agencies involved in the parole process. The only area that continued to give the NAO cause for concern was the timeliness of oral hearings. They reported that many hearings were still not happening on time and that without additional measures delays were likely to continue. However, in view of the "significant progress" that had been achieved the NAO advised the Board that it was not intended to refer the matter back to the PAC at that stage.

In September 2010 the Board and Ministry of Justice officials met with the NAO to determine what additional work was necessary to fully meet the PAC recommendations. It was decided that a further piece of work should be undertaken by the NAO on adjournments and deferrals with the aim of assisting the Board in achieving further efficiencies. They examined nearly 300 cases in order to identify the associated costs and the reasons why cases were either adjourned or deferred. The results were included in their report entitled "Managing Indeterminate Sentenced Prisoner Cases – Audit findings" which was submitted to the Board in November 2010.

The NAO found that for the 9 month period they examined, costs of additional days spent by prisoners in custody as a result of delays had risen since they carried out their previous study in 2008. However, on a more positive note, they noted that there had been a significant fall in the rate of on the day deferrals/adjournments. The reasons for cases being adjourned or deferred were varied and included missing or out of date documents, witness availability, course completion,

requests by the prisoner and one or more parties unable to attend the hearing.

In the light of the further study, the NAO made the following four recommendations:

**1. A significant proportion of delays (27%) are caused by missing documentation from dossiers.**

The Parole Board needs to signal earlier the need for certain reports for the next hearing. In particular psychological and psychiatric assessments can be particularly time consuming and should be flagged up earlier in the GPP process.

**2. The backlog of Oral Hearing listings is creating a bottle-neck in the parole process by preventing new cases from being listed:**

Management should continue to prioritise its reduction and regularly monitor its size. We fully support the increase in panel members as this will develop the operational capacity of the Parole Board, allowing more hearings to be listed per month. This should be managed with the current support infrastructure of the Parole Board in mind to ensure maximum use is made of the increased listing potential whilst not overstretching current resources.

**3. We encourage the Parole Board to validate regularly the data held on PPUD to ensure that management information is complete and accurate.**

This could be done through data matching of PPUD with case files, and agreement of data to both internal records and those held by other agencies. This would also improve the accuracy of information held within the case files.

**4. A small proportion of case files that we requested (8%) could not be found.**

We recommend a more robust system of tracking files be introduced in order to reduce the risk of sensitive personal data being lost.



The Board accepted each of the recommendations and has produced an action plan aimed at addressing the issues raised and several objectives have already been achieved. Further progress will be monitored by the Management Board and the Audit & Risk Management Committee and we will continue to work with the NAO to ensure that all the recommendations are fully met.

## Future of the Parole Board

### Consultation paper

In July 2009 the Ministry of Justice published a 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 Ministry of Justice received a total of 75 responses to its consultation document. However, these responses established no clear consensus for the way forward.

After conducting its own internal consultation with members and staff, the Parole Board sent a response to the Ministry of Justice in time for their November 2009 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 options narrowed, in April 2011, with the integration of HM Courts Service and the Tribunals Service into a single agency supporting the administration of justice in both courts and tribunals. HM Courts and Tribunals Service is now an agency of the Ministry of Justice and operates as a partnership between the Lord Chancellor, the Lord Chief Justice and the Senior President of Tribunals.

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."

### Sentencing review and future of the Parole Board

The outcome of the public consultation over the future arrangements for the Parole Board was overtaken by the change of government in May 2010. The consultation provided no clear consensus of support for any of the proposed options and the new Secretary of State, Ken Clarke, told the Board that any decision on its future would not be taken in isolation but would have to be set in the broader context of the sentencing review.

In December 2010 the Ministry of Justice published a green paper on punishment, rehabilitation and sentencing of offenders with some specific proposals that will impact upon the work of the Parole Board. The proposals on recall would continue to cut the workload of the Board in that area as recent changes have already done. The proposal to limit IPP sentences to those who would otherwise have received a determinate sentence of at least ten years would cut the number of IPP prisoners and consequently the Board's workload in the long term.

As regards the future status and location of the Parole Board, the Secretary of State has now asked the Chairman and Chief Executive to work up some proposals for change that reflect those outlined in its formal response to the consultation document, without the need for legislation. The Chairman has welcomed this development and indicated his hope that it will lead to a final decision on the future status and location of the Parole Board, which will provide a conclusion to a lengthy unsettling period for the Board.

## Casework

### Workload

The workload increased in terms of both parole on and post-tariff reviews and recall cases. The number of reviews cases again increased significantly this year by 22% with lifer cases and IPPs. The number of recall cases increased from 13,423 to 14,159. This is now the fourth year running that the Board has experienced a significant increase in demand for oral hearings. Fortunately, the Board was also able to increase its membership significantly and this allowed us to hear a record number of oral hearings which rose from 2,974 to 3,732. Recalls cases are particularly difficult to predict in advance and we saw an increase in 'Paper Recalls' of 5% during 2010/11 as well as a rise in single member Smith and West cases

Some compensation was experienced with the decline in DCR cases. However, these are cases where decisions are made 'on the papers' and around 15 can be heard in a single day as opposed to a maximum of 2 cases at an oral hearing.

### Backlog

Despite the increase in resource intensive work, we were able to make considerable inroads into the backlog of oral hearings. This rose to a peak of around 2,600 in June 2010. However, thanks to the recruitment of the extra members, including 57 new judicial members and the hard work of all the operational staff, the backlog fell to around 1,400 by the end of March 2011.

As we begin to exhaust the number of cases ready to list we may make slower progress in eliminating the backlog in 2011/12 since there may not be two cases ready for each panel at every establishment.

### CMS (PPUD) and Lean

One of the reasons for the success of the Reviews Team in coping with an increase in work and, at the same time as a severe decrease in staffing, was the deployment of a new Casework Management System (CMS) from July 2010. This replaced 3 separate and fragile systems within reviews. The benefits of this have been to eliminate much duplication of inputting while beginning to automate many of the tasks associated with bringing an offender's review to a hearing.

The new system has also assisted the Listing Team in dealing with the increase in membership and has in general terms improved the stability and protection of the Board's data. The CMS is also linked to the Public Protection Unitised Database used by PPCS, which allows for greater ease and accuracy in plotting the progress of a case, exchanging data and providing better quality management information. The Recalls Team joined the system in March, having designed the system to support improvements in processes and procedures identified by the Board's Lean programme.

### Deferrals

We had anticipated a rise in deferrals with so many new members and the big increase in numbers of panels. But, in fact, the amount of deferrals and adjournments was broadly similar to last year at 10.4% and 7.5% respectively.

### Parole hub

As we have made progress in reducing the backlog we have realised that the pool of cases available for listing at any one time has shrunk and this means that panels may often convene in prisons where there is only one case ready to be heard. To mitigate this we have been working with PPCS to set up a parole hub pilot scheme. This will be located in HMP Bristol and will hear cases from 5 separate locations by video-link. The pilot will last for 6 months from Autumn 2011 and will be a major feature of our work in the coming year.



# Quality and standards

The theme for the year has been to promote the development of member practice in an evidence based manner that is transparent and accountable. This has been achieved in a number of ways.

## Quality Unit

The Quality Unit contributed to the April 2010 learning and development event by way of a presentation to members about deferrals and adjournments to continue to address an area that is of concern, and which can impact negatively on progression of cases. The Unit has delivered 2008 Act recall training to forty eight members who were primarily new and supported these members through the accreditation process. This enabled the Board to consider all of the cases of recalled offenders on time, a highly demanding aspect of the Board's work given that it makes up the highest proportion of its caseload.

The Quality Unit contributed to a second learning and development event in March 2011 with a presentation regarding the monitoring, evaluation and feedback process and how this quality assurance process would be rolled out to encompass cases of lifers and IPP prisoners during 2011 to support members making fair and rigorous decisions. The Unit also launched the members' electronic library, an essential resource to ensure that members are kept up to date on good practice and relevant research to support their decisions.

## Review and Joint Review Committee

The Review Committee continues to review cases where a serious further offence has been committed by an offender who was released by the Board. Where necessary, cases have been escalated to the Joint Review Panel. This is in order to adopt a multi agency approach to considering the issues and learning that may arise in relation to the assessment and management of offenders. Individual feedback has been provided to the relevant panel members in these cases and regular reports have been produced to convey the general lessons learnt from these cases. Emerging themes, good practice and learning points have been

addressed at the annual training event, ensuring that maximum benefit is gained from these review processes. These reports have been published to stakeholders and members in order to share good practice and learning points.

## Research

Research projects regarding Intensive Case Management (an internal practice process carried out by members to assess cases ahead of an oral hearing, so as to direct reports and witness attendance for the hearing in a timely fashion), decisions and directions and IPP release and progression have all been carried out. The IPP project has now grown into a joint piece of work between the Parole Board and the Ministry of Justice. This project aims to identify the factors which influence parole decisions and the findings of which will be available in the near future. These findings will help us to gain a greater understanding of the Parole Board's decision making practice and inform proposals for altering the legal test for release for IPP prisoners currently being contemplated by the Ministry of Justice. The work around ICM decisions and directions is being used to inform a review of the process and the publication of refreshed guidelines for ICM members. This in turn will assist in ensuring cases are ready to proceed at the oral hearing, which will both save public money and facilitate an arena for full and proper risk assessment to take place. Public protection will be maximised by this process and prisoners will receive a timely and appropriate hearing. The ICM review will assist members in being kept current in their practice and knowledge, and will facilitate best use of the ICM process.

## Reasons framework, monitoring and feedback process

Feedback on the content of decision letters was provided to 90% of all independent/probation members who sat on a recall panel. The MEF process is carried out by a team of members who monitor the work of all members and provide feedback and learning points to each individual that is monitored. Findings from the feedback provided are used to inform training/mentoring and coaching delivered to the whole membership. The MEF process has been reviewed regularly in the light of changes in practice and law and actively seeks to support members in their learning

and development, thus assisting in enhancing risk assessment and decision making amongst the membership, resulting in robust decision making and active public and victim protection. Next steps are that, in addition to the monitoring of decision letters arising from paper recall panels, monitoring of the decision letters arising from oral hearings will commence.

## Performance and development

We reported last year was a busy one for training and accrediting new members, but since then we have had a significant increase in members, which has led to an unprecedented need for training and development this year. Towards the end of last year we had just completed a large recruitment campaign for both judicial and independent members. As a result, we took on 57 new judges and appointed 48 independents, including psychiatrists, psychologists and probation members. A handful of the 48 were continuing members or former members.

This year has coincidentally corresponded with the appointment of both the Director of Performance and Development and an Interim Training Manager.

This large intake has proven to be both invigorating and challenging. As ever, new members bring a refreshingly different perspective to our work, and this year is no different. The challenges have come in ensuring the proper provision of training, support and on-going development for both new and experienced members.

With the support of both current and former Members, we have been able to rise to the challenge. This year we have carried out some 43 days of formal member training, not including briefings for appraisers, one-to-one development work and other development work carried out during the year. As a result, as we go to print this report, we have trained and accredited the following this year:

- 56 judges and 14 independent members

trained and accredited to Chair oral hearings

- 34 members trained to carry out paper recall work, sitting as a two member panel
- 30 members trained and accredited to sit as single panel members for paper recalls
- 65 independents, 3 psychologists and 3 psychiatrists trained to sit as panel members on oral hearings
- 8 members trained to carry out intensive case management.

### Responding to business need

The recruitment, training, development and accreditation of members must be relevant to business need. Our forecasting work relies on information from our sponsors and our partners, such as NOMS PPCS, and we recognise that it is not an exact science. However, we also have to ensure that we work on clearing our backlogs.

As a result of looking closely at the work we need to carry out in the near and medium term future, we departed from our usual new member training this year for non specialist independents. As a result we gave no training on Discretionary Conditional Reviews as since the change in criminal justice legislation in 2005 prisoners with the relevant sentences requiring reviews are on the decline. We could not guarantee sufficient work to keep up practice in this area if we had trained the 2010 intake in these reviews. We therefore focused on paper recall work in the initial training.

Another change this year was the early further training of both the 2009 and 2010 intakes in sitting on oral hearings as panel members. We had taken on additional judges to chair more hearings to clear the backlog, but without panel members we would still be in difficulties. Other new developments have been a refinement of the ICM training, and also providing practice role play opportunities for prospective IPP chairs.

As we now have more members than we have ever done before, we need to be more able to track their individual and collective work patterns in order to establish where there may be gaps in the work and also to be fair to everyone. We are in the process of developing a workload balance tool which should be able to look at each member's workload as they gain accreditations through the years, and to make

predictions as to any problems. This will enable us to make better use of the member resources generally. We already can track workload per member. In most cases, members of all types carry out much more than their minimum, and it is this work pattern that is enabling us to tackle our work pressures.

Members were able to further develop their knowledge and skills on two occasions this year, first in April 2010 and secondly in March 2011, when we held a learning and development event focusing on training needs that members had identified over the year. The latter event served two functions; to refresh the practice of experienced members and to further inform and improve the practice of newer members.

The event focused on building on foundation work on understanding how to evaluate and manage risk – risk of harm to the public and risk of re-offending – and on how to get the most out of an oral hearing. Sessions were also held on equality and diversity and on receiving feedback from members on their work. The paramount objective of protecting the public was re-stated in every session. As a result of this event, we will be looking again at many of our processes and practice guidance to ensure that we are always up to date and relevant. Such events give members an invaluable opportunity to share good practice and receive support and encouragement from member colleagues.

## Challenges for the future

Following on the large intake of both judicial and independent members, The MoJ Sponsor Unit has understandably taken the decision not to have a general recruitment process in the forthcoming year. This means that we may only appoint specialist members, since demand for them to sit on oral hearing panels continues to grow. This will give us an opportunity to work with the Performance and Development Committee to consolidate our learning and accreditation for current members.

Last year we reported that we had begun the work of linking development, accreditation and improving practice, and we will continue to focus on this integration in the next year. We have already set up systems for improved information

on member development and needs, and we have begun to work on our appraisal process, refining it to reflect the needs of the organisation and also the individual member. We also need to look again at how the mentoring process works and review our member complaints policy.

## Staff development

This year has seen both consolidation of staff's existing skills and development in key areas of knowledge, skills and behaviours as defined by our new and thorough Competency Framework.

Data management has been a priority this year, with extensive group training and individual coaching delivered to support the implementation of the new case management database, PPUD. All staff have also received introductory or refresher information assurance training to safely handle the sensitive data which is the Board's daily currency. Excel training was also provided.

All staff had the opportunity to take part in a Lean event. There were more than 14 weeks' worth of Lean events during the year, at which staff were invited to contribute their experience and new ideas, thereby making a real difference to the Board's internal processes. Over 60% of staff have taken an active part in the development opportunities afforded by Lean events, with more staff giving further input during and after the events.

One Lean event, which affected all staff, created a new appraisal system and competency framework. These were introduced during the year and have enabled a more evidenced-based system for managing performance and planning for learning and development.

Team members wanting to gain management experience by deputising for their manager have benefited from tailored courses and individual coaching. In their turn, managers have been working as a collective to set consistent performance and conduct standards across the Board, taking part in benchmarking sessions for appraisals and a performance management workshop.

In addition, a number of team members who considered that their career progression had been previously disadvantaged in some way

had the opportunity to take part in an Action Learning Set. This facilitated series of focussed discussions helped them articulate their concerns and take empowering actions with the support of their line manager and senior managers. Career development has also been enhanced by recruitment training, with the chance to sit on both sides of the interviewing table.

Managers have been supported through on-going coaching during the year and a management development programme. The latter is an extension of management events in the previous year, this time with an emphasis on awareness and implementation of policies.

Towards the end of the year we commissioned a Learning Needs Analysis for the whole staff team. The results, which will emerge early in the next financial year, will give us a sound evidential basis on which to build a learning and development framework for the Board's needs in the next few years.

## Legal challenge

After an extremely challenging year in 2009/10, when the Parole Board was the sole or co-defendant in an unprecedented 182 applications for judicial review, as a result of some significant judgments 2010/11 saw a reduction in new cases to 111.

Legal costs have stayed fairly steady despite the fall in new cases. The reduction in judicial reviews has been counterbalanced by an increase in payments of compensation to prisoners whose Parole Board reviews were delayed to the extent that their human rights were breached. 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.

A total of £70,400 was paid on behalf of the Parole Board in respect of compensation. The Board's total litigation costs were £1.18m (including provision movements).

## Articles 5(4) and 5(5)- Compensation

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

The Board's problems in completing reviews were largely due to lack of certain resources rather than inefficiency. In 2009/10, the Board successfully argued in the case of *Betteridge* [2009] EWHC 1638 (Admin), that prisoners could gain little by bringing judicial reviews against the Board for delays since no practical relief could be given. The courts would not order one case to be heard before another more deserving case. To do so would cause a breach of one person's article 5(4) rights in order to repair those of another. Moreover, judgments in other cases such as *Alcock* [2009] EWHC 2401 (Admin) and *Wells* [2009] EWHC 2458 (Admin) had led the courts effectively to approve the manner in which the Board had prioritised cases for review. The upshot of these cases was that prisoners were dissuaded from applying for judicial review in order to expedite their own cases, and simply had to wait their turn.

However, the fact that prisoners whose reviews were ongoing were not taking action in the Administrative Court with regard to alleged delays under 5(4), took nothing away from their right, once the Parole Board review was completed, to take out private actions for compensation under 5(5).

Once the Board's resource problem was alleviated by the appointment of more Parole Board members, particularly judicial members, it started to complete more reviews, and accordingly attracted more actions from prisoners whose release was ordered. This gave rise to two important legal questions for the courts to



resolve. Firstly, in what circumstances would a breach of article 5(4) give rise to a payment of compensation? Secondly, where compensation was payable, how should such compensation be assessed? Or put more simply, how much should a prisoner get?

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

The Board had been arguing in pre-action correspondence with solicitors representing prisoners whose 5(4) rights appeared to have been breached, that compensation would not be required under 5(5) unless the prisoner could demonstrate that his release would still have been ordered had the review been completed on time. In other words, unless a prisoner could demonstrate that to be the case, then he had suffered no loss and accordingly no compensation was payable.

The Court of Appeal found that Faulkner was entitled to compensation because he could demonstrate, on a balance of probabilities, that he would have been released if the review had been completed much earlier. The breach was found to be caused by the Secretary of State rather than the Parole Board, but established a test for compensation that the Board agreed with.

The Court invited the parties to agree an appropriate figure, but in the event that was not possible and the matter was brought back. The Court began from the position that they would treat the case as one of unlawful detention and awarded compensation of £10,000 for 10 month's delay.

### **Guntrip [2010] EWHC 3188 (Admin)**

The Administrative Court found in this case that, although the Board had not directed the prisoner's release, delays in the review caused by Parole Board and the Secretary of State were so serious and unprecedented, that an award of compensation for anxiety and stress, exacerbated by the prisoner's mental illness, were justified. The award was comparatively low, and was fixed at £1,200 for two years.

### **Sturnham [2011] EWHC 938 (Admin)**

In a surprising judgment the court awarded £300 compensation for a breach of 5(4) amounting to 6 months because of an administrative delay by the Secretary of State. This despite the fact that the Board had not directed the prisoner's release and in the complete absence of any special circumstances such as those in Guntrip.

The Parole Board is concerned about the potential cost to the taxpayer of the judgments in Faulkner and Sturnham. In the previous year the Administrative Court in the case of Pennington had awarded £1,750 for a period of delay of about 3 months. The award in Faulkner amounted to £1,000 per month, a significant difference. While the courts do emphasise that each award is calculated on its merits, judgments like these, particularly when they come from the Court of Appeal as in Faulkner inevitably carry significant weight and create precedents.

The judgment in Faulkner is from a higher court than that in Pennington. Nevertheless, the Parole Board feels that there is scope in law to seek leave to appeal to the Supreme Court and has drafted grounds accordingly. There are hundreds of cases that will be affected by the outcome.

While hundreds of cases stand to be decided on the back of Faulkner, the judgment of the Administrative Court in Sturnham could affect thousands and while the actual award was low, in aggregate the cost could be very significant. The Secretary of State intends to seek leave to appeal against the judgment and the Board will submit a letter of support.

### **Article 5(4) – Entitlement to an oral hearing**

It has been established in law for some time that there does not exist a blanket right to an oral hearing in order to satisfy the requirements of fairness that accrue under 5(4) and in common law. In terms of those serving life sentences, that was not really an issue in any case since the Parole Board Rules, the procedural rules for such reviews, gave the prisoner a right to an oral hearing. However, in 2009, amendments were made to the Rules that, among other things, removed the

right to a hearing and replaced it with the right to request a hearing. Such a request would be considered by the Board on its merits and dealt with accordingly.

The Board anticipated legal challenges in respect of the amendments. New law almost inevitably throws up the potential for new legal challenges and the Rules, created by way of Statutory Instrument, have the force of law. Our expectation did not include a challenge on the removal of the right itself, since binding judgments already existed to the effect that 5(4) does not necessarily require an oral hearing. We did expect, however, that our published guidance for members deciding on the necessity for an oral hearing in any given case would be challenged. In the event we got both.

### **Booth/Osborn [2010] EWCA Civ 1409**

The Board's focus in part, when deciding whether an oral hearing is required, is on what that hearing is designed to achieve and whether it could make any material difference to the outcome. Counsel for the prisoners sought to establish that an oral hearing should be held in any case where the assessment of risk took account of a prisoner's maturity and personality.

The judgment of the Court of Appeal was to the effect that the Board is entitled to exercise its own judgment with regard to the written material and ask itself if there was a realistic chance of a hearing making any difference to the outcome. If it was unlikely that oral evidence or arguments could realistically affect the outcome, then it is unlikely that an oral hearing will be required.

### **Reilly [2011] NICA 6 (6 April 2011)**

This case was heard by the Court of Appeal in Northern Ireland. The judgment largely followed the conclusions of the Court of Appeal in Booth/Osborn and reinforced the principle that an oral hearing is not necessarily required in every case engaging article 5(4). Each case should be decided on its own facts and merits.

Given the sheer number of cases engaging 5(4) that come before the Parole Board, the judgments in these two cases represent a victory both for

common sense and the public purse. However, the Parole Board should not be complacent about refusing to grant oral hearings to prisoners that request them. It was made very clear by the Courts of Appeal that where there is doubt in the Board's mind about whether an oral hearing is required or not, then there must be a predisposition towards holding one in the interest of fairness.

**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 last year but was adjourned to 2011 to take account of relevant new facts which emerged during evidence.

Normally, an inquest would confine itself to determining how someone met their death. This, however, was an Article 2 inquest which involves a much wider look at decisions made leading up to the death and takes on the look of a public enquiry. Essentially, the jury was tasked with determining whether any of the interested parties had acted inappropriately and, if so, whether their actions had "more than minimally contributed" to Naomi Bryant's death.

The Parole Board secured a direction at the beginning of the Inquest to the effect that the decision to release was covered by judicial immunity, the Board being an Article 5 court. The jury decided that a number of organisations acted inappropriately and that in doing so contributed more than minimally to the murder; however, the Board was not cited as one of these.

## **Public confidence**

### **Stakeholder engagement**

In November 2010 the Board carried out its second 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 600 stakeholders on our stakeholder database for whom we have an

e-mail address, including MoJ/NOMS front line/caseworkers and managers, legal representatives and groups representing both prisoners and victims. Over 25% of stakeholders (158) responded to the survey.

One of the targets set out in our Business Plan 2009/10 was to benchmark levels of stakeholder engagement and then see an improving trend when measured again at the year end. Against the measures underlying this performance target:

- We increased the % of stakeholders who agree that the Parole Board does a good job of keeping them informed about issues affecting them from 37% in 2009 to 49% in 2010
- We have increased the % of stakeholders who agree that the Parole Board listens to them and takes account of what they have to say from 33% in 2009 to 47% in 2010
- We have increased the % of stakeholders who agree that the Parole Board understands the purposes, needs and objectives of the organisation they represent from 60% in 2009 to 62% in 2010

## Parole Board website

Despite seeing an 11% increase in unique visits and a 32% increase in page views during the year, the award winning Parole Board website was closed down as part of the government wide process of website rationalisation. The number of government sites is being reduced from 1,000 sites to around 50 to help the public and practitioners find their way around a less complex system.

The Parole Board website closed in early April 2011. Prisoner facing content was published onto new pages on the main government portal for the public at Directgov. Most of the rest of the existing practitioner facing material transferred to a new Justice website. An archive of the old site, as it stood at 31 March 2011, was captured on the National Archives.

## A Quick Guide to Parole

In February 2011 the Parole Board produced 5,000 copies of a new leaflet called 'A Quick Guide to

Parole'. This leaflet provides a very quick guide to the parole or life/IPP licence process for all prisoners who will have their case considered by the Board. It was produced following feedback from a number of sources that some vulnerable prisoners are lacking legal advice to help them through the parole process.

The leaflet also highlights to prisoners the Parole Board's commitment to equality and diversity and to ensure that decisions are fair and seen to be fair. As part of this commitment the leaflet provides a checklist of the rights that the prisoner has to access and challenge the information in their dossier during their parole application.

The leaflet was written in an accessible style with the assistance of the Prison Reform Trust and was also tested on some prisoners with the help of colleagues at HMP Manchester. The leaflet is aimed in particular at prisoners who are vulnerable and who may currently lack legal representation. The leaflet offers some simple advice to these prisoners on where to get advice that will help them through the parole process.

## Freedom of Information

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

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

In response to a previous request for financial transparency the Board has committed itself to publishing, annually, the expenses claims of its Chairman and Chief Executive. These are detailed on page 22.

## Chair and CEO Expenses disclosure

### Sir David Latham, Chairman – 1 April 2010 – 31 March 2011

Date	Destination	Purpose	Travel		TOTAL COST		
			Air	Rail	Taxi and Car	Accommodation /Meals	£
			£	£	£	£	
18/04-21/04	Forest of Arden	Annual Conference				353.68	353.68
01/10	New Zealand	Parole Conference	2,035.00				2,035.00
28/06-02/07	Whittlebury	New Member Training				458.00	458.00
27/09-30/09	Leicestershire	Judges Training				405.36	405.36
21/03-23/03	Hinckley	Training and Development Event				458.00	458.00
<b>Total</b>			<b>2,035.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,675.04</b>	<b>3,710.04</b>

### Linda Lennon, Chief Executive Officer – 1 April 2010 – 31 March 2011

Date	Destination	Purpose	Travel		TOTAL COST		
			Air	Rail (All 2nd class)	Taxi and Car	Accommodation /Meals	£
			£	£	£	£	
18/04-21/04	Forest of Arden	Annual Conference			110.40	511.72	622.12
21/06	Sunningdale	Conference			15.71		15.71
28/06-01/07	Whittlebury	New Member Training			86.40	420.00	506.40
21/07	Birmingham	Leaders Conference		137.80			137.80
02/08-03/08	London	Training Event		35.02		5.00	40.02
14/09	London	Meeting		3.60			3.60
15/09	London	Meeting		3.00			3.00
16/11	Sunningdale	Conference		18.80			18.80
25/11	Sunningdale	Conference		9.40			9.40
26/01	London	Coaching Event		4.40			4.40
01/03-02/03	Winchester	Inquest		24.70		12.75	37.45
21/03-23/03	Hinckley	Training and Development Event			117.60	468.00	585.60
28/03	Sunningdale	Conference		29.30			29.30
<b>Total</b>			<b>0.00</b>	<b>266.02</b>	<b>330.11</b>	<b>1,417.47</b>	<b>2,013.60</b>



# Performance

against the Business Plan 2010/11

# Performance against the Business Plan 2010/11

## Results

Key Activities	Measures	Performance outcome
1. Reduce delays and the backlog of oral hearings.	<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 as follows;</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><b>a.</b> Not achieved. Average for the year 7%. Reasons for missing target include dossiers not arriving on time, waiting for prisoners' reps and staff shortages.</p> <p><b>b.</b> Not achieved. Average for the year 4%. The Board is unable to hear cases on time due to the oral hearings backlog.</p> <p><b>c.</b> Not achieved. Average for the year 32%. Listing prioritisation means that older cases will be listed first.</p> <p><b>d.</b> Not achieved. Average for the year 88%.</p>
2. Ensure that Post-Panel action is taken in a timely manner.	<p><b>a.</b> 95% of pre-action correspondence to be replied to within 20 working days.</p> <p><b>b.</b> 95% of requests for the variation/amendment of licence conditions to be concluded within 15 working days from receipt of request.</p> <p><b>c.</b> 95% of determinate paper panel decisions issued within 2 working days of panel concluding.</p>	<p><b>a.</b> Achieved. Average for the year 98%.</p> <p><b>b.</b> Achieved. Average for the year 100%.</p> <p><b>c.</b> Achieved. Average for the year 99%.</p>

## Results

Key Activities	Measures	Performance outcome
<p><b>3.</b> Ensure good quality decisions by panels.</p>	<p>The Quality Unit will deliver the quality assurance programme</p> <ul style="list-style-type: none"> <li><b>a.</b> Develop with the Director Q&amp;S, standards, quality criteria and assessment frameworks for members' practice in relation to determinate recall and pre-release Lifer and IPP casework by 31.11.10.</li> <li><b>b.</b> Develop and manage the assessment of the quality of decisions and reasons to monitor a sample of reasons for a minimum of 60% of members undertaking paper recall cases and a sample of negative decisions produced by each ICM Assessor by 31.3.11.</li> <li><b>c.</b> Ensure that the quality and performance information is used in the ongoing assessment of individual member performance and in policy and practice guidance by producing bi-annual reports to the Director P&amp;D to inform member training and development and the Director Q&amp;S to inform policy and practice guidance.</li> <li><b>d.</b> Implement relevant recommendations from the MoJ/NOMS internal audit of the preparation of representations for re-release recall dossiers by 31.10.10.</li> </ul>	<ul style="list-style-type: none"> <li><b>a.</b> Achieved. Reasons framework and standards for determinate recall and indeterminate cases have been published and monitoring frameworks have been produced.</li> <li><b>b.</b> Achieved. 66% of all members on paper recall panels received feedback. Detailed analysis of ICM members practice also produced.</li> <li><b>c.</b> Achieved. Performance data has been collated and analysed to inform plans for member training, selection of new appraisers and reappointment of members.</li> <li><b>d.</b> Achieved as far as possible. Joint action plan agreed between PB and PPCS and most actions have been completed by 31.3.11.</li> </ul>
<p><b>4.</b> We will demonstrate effective use of resources.</p>	<ul style="list-style-type: none"> <li><b>a.</b> We will stay within our agreed budget as demonstrated in quarterly financial reports to the sponsor unit.</li> <li><b>b.</b> We will work with partners to increase from 25% the number of Smith &amp; West hearings which are held via video-link where we have permission to use existing facilities at the holding prison.</li> </ul>	<ul style="list-style-type: none"> <li><b>a.</b> Achieved. After absorbing a budget cut during the year of 3.1%, the Board achieved a breakeven budget with expenditure of £10,655k.*</li> <li><b>b.</b> Not achieved. 9% of relevant hearings held by video link.</li> </ul>

\*Excluding provision movements and costs met by MoJ.

## Stakeholders

Key Activities	Measures	Performance outcome
<p><b>5.</b> Manage the change to a future status.</p>	<p><b>a.</b> We will work with members and staff to keep them informed about changes that affect them and manage implementation of any change well. This will be done using our existing staff communications channels, face-to-face meetings, GEMs the extranet and the Board Sheet.</p> <p><b>b.</b> Progress will be measured by maintaining or improving upon the scores achieved under these headings in the annual engagement survey.</p>	<p><b>a.</b> Achieved. Briefings on Lean events, change and public sector spending restrictions all communicated to staff.</p> <p><b>b.</b> Not achieved for staff. Staff survey results fell across all engagement indices. Achieved for members. Member survey results were maintained or improved across comparable engagement indices.</p>
<p><b>6.</b> Improve communication with PPCS, prisons and probation.</p>	<p><b>a.</b> Hold regular meetings with PPCS and encourage visits from prisons and probation to the Parole Board to improve communication.</p> <p><b>b.</b> We will meet quarterly with PPCS and UKBA to ensure that parole and deportation procedures are effectively coordinated and that parole panels receive clear information about the status and risk presented by Foreign National Prisoners subject to deportation.</p>	<p><b>a.</b> Achieved. Monthly meetings take place with PPCS for both pre and post-release matters. Parole practitioner forums also took place in November, December and January.</p> <p><b>b.</b> Achieved as far as possible. UKBA are now routinely providing case-specific information in a format which is more useful to panels.</p>
<p><b>7.</b> Demonstrate effective use of resources.</p>	<p><b>a.</b> We will work with external stakeholders to keep them informed about issues that affect them and take account of what they have to say through a quarterly newsletter.</p> <p><b>b.</b> Progress will be measured by maintaining or improving upon the scores achieved under these headings in the annual stakeholder engagement survey.</p>	<p><b>a.</b> Achieved. Quarterly communications sent to all stakeholders.</p> <p><b>b.</b> Achieved. Stakeholder engagement survey held in Nov 2010. Responses increased from 30 to 160. Results were improved across all comparable indices.</p>

## Processes

Key Activities	Measures	Performance outcome
<p><b>8.</b> Practices which are understood and inspire confidence.</p>	<p><b>a.</b> We will build on the training given to staff and members on information assurance so that the importance of maintaining the security of the information we hold is embedded in our culture and lessons are learnt from incidents. Refresher training will be provided to members and staff by 30.06.10.</p> <p><b>b.</b> We will train all staff in health and safety by 31.12.10.</p>	<p><b>a.</b> Achieved as far as possible. Information security training for staff delivered Nov 2010 and for members Mar 2011.</p> <p><b>b.</b> Achieved. Health &amp; Safety training for staff carried out by MoJ by H&amp;S advisers in August 2010.</p>
<p><b>9.</b> Make maximum use of judicial resources.</p>	<p><b>a.</b> We will deploy all additional judicial resources made available by HMCS to reducing the backlog of oral hearings.</p> <p><b>b.</b> We will increase the number of oral hearings heard and concluded to equal the additional judge days allocated.</p>	<p><b>a.</b> Achieved. The oral hearings backlog has fallen from 2,651 in April 2010 to 1,420 in April 2011.</p> <p><b>b.</b> Achieved. Average monthly total of panels has risen from 170 to 200.</p>
<p><b>10.</b> Reduce deferrals at hearings.</p>	<p><b>a.</b> Investigate cases which are deferred on the day to ascertain the reasons.</p> <p><b>b.</b> Put in place any procedures, training and guidance for staff and members to enhance practice.</p> <p><b>c.</b> Liaise with stakeholders to inform them of the findings; work with them to identify and improve practice to reduce the number of inappropriate deferrals on the day of the hearing.</p> <p><b>d.</b> Reduce deferrals to no more than 10% of all 3 member oral hearings.</p>	<p><b>a.</b> Partially achieved. A research project looking at reasons for deferrals and adjournments is being undertaken.</p> <p><b>b.</b> Partially achieved. Training on deferrals and adjournments is now given to all prospective chairs of oral hearings.</p> <p><b>c.</b> Achieved. Liaison takes place via monthly meetings with PPCS.</p> <p><b>d.</b> Achieved. 10% deferral rate achieved.</p>

## Capacity

Key Activities	Measures	Performance outcome
<p><b>11.</b> Improve skills, knowledge and leadership.</p>	<p><b>a.</b> Use the LEAN programme to the maximum advantage in improving the knowledge and skills of staff by use of daily information boards/ experience charts which will inform training requirements.</p> <p><b>b.</b> 85% of PDRs to be completed by 30.04.10 and mid-reviews reviews by 31.10.10.</p> <p><b>c.</b> Staff sickness levels not to exceed Ministry of Justice target of 7.5 days p.a.</p>	<p><b>a.</b> Achieved. All staff will attend a LEAN programme over the next 12 months. Use of TIBS will extend to all operational teams as a result.</p> <p><b>b.</b> Not achieved. 15% of PDR's received 30.04.10. 70% by end of June 2010.</p> <p><b>c.</b> Not achieved. Average sickness absence for year was 10.9 days.</p>
<p><b>12.</b> Work with sponsor unit to improve the diversity of the membership.</p>	<p><b>a.</b> Survey all members to confirm current diversity data by 31.7.10 as a minimum for race/ethnicity, gender, age and disability.</p> <p><b>b.</b> Analyse diversity trends in relation to independent member recruitment of Spring 2010 by 01.11.10 in order to consider how to address under representation.</p>	<p><b>a.</b> Achieved as far as possible. Sponsor unit issued diversity questionnaire to all members on 13.1.11.</p> <p><b>b.</b> Achieved. Paper on diversity information and analysis discussed at Management Board and Equality and Diversity Steering Group, and actions agreed for next recruitment round.</p>
<p><b>13.</b> Ensure members are developed to fulfil the requirements of all relevant types of casework and organisational roles.</p>	<p><b>a.</b> Develop an integrated system for member appraisal, practice assessment, accreditation and learning and development, to be approved by the Management Board by 30.09.10.</p> <p><b>b.</b> Using information from the quality assurance programme and other relevant information, provide feedback, training and support to members, as a minimum all those in the third year of their appointment seeking an extension. Feedback to be provided by 31.03.11.</p> <p><b>c.</b> Expand the dedicated member section of the website to provide members with easily accessible information on quality assurance initiatives, research and policy and practice developments. To create an index of all sources and locations by 31.01.10.</p>	<p><b>a.</b> Achieved as far as possible. The reasons framework and competency framework are now used consistently as a basis for appraisal and accreditation.</p> <p><b>b.</b> Achieved. Review of ICM decisions under way for use in individual feedback and general learning.</p> <p><b>c.</b> Achieved. New web pages launched in Nov 2010 and formally presented to members in Mar 2011.</p>

# Determinate sentence statistics

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

## Summary of determinate sentence cases considered by the Parole Board 2006/07 - 2010/11

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

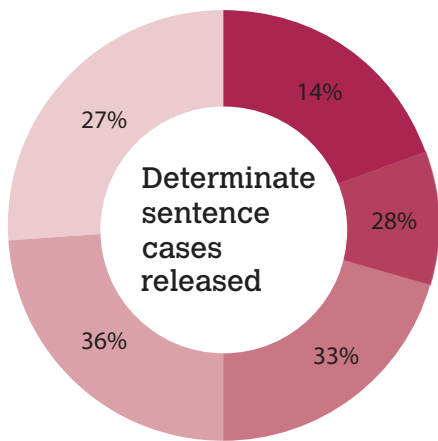
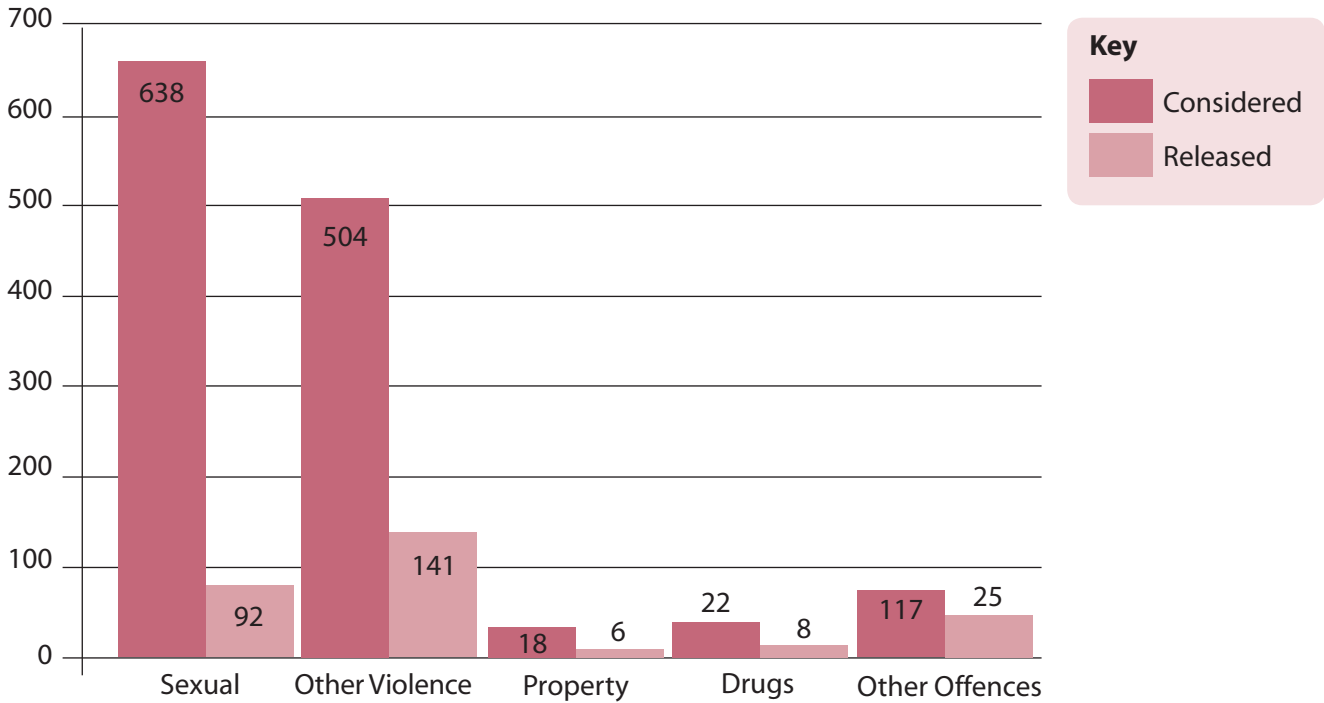
## Summary of DCR cases heard by oral hearing 2006/07 - 2010/11

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

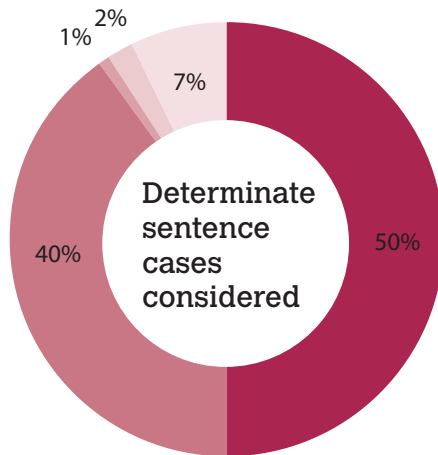
## Summary of EPP cases considered by the Parole Board 2006/07 - 2010/11

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

## Determinate sentence cases considered and released: by offence 2010/11



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



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



### Prisoners on parole from determinate sentences 2006/07 - 2010/11

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

### Persons recalled from parole from determinate sentences, by reason of recall 2006/07 - 2010/11

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

\*Those with missing reasons for recall have been estimated

### Prisoners on parole from determinate sentences recalled 2006/07 - 2010/11

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

### Summary of recall cases considered by the Parole Board including further reviews 2006/07 - 2010/11

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

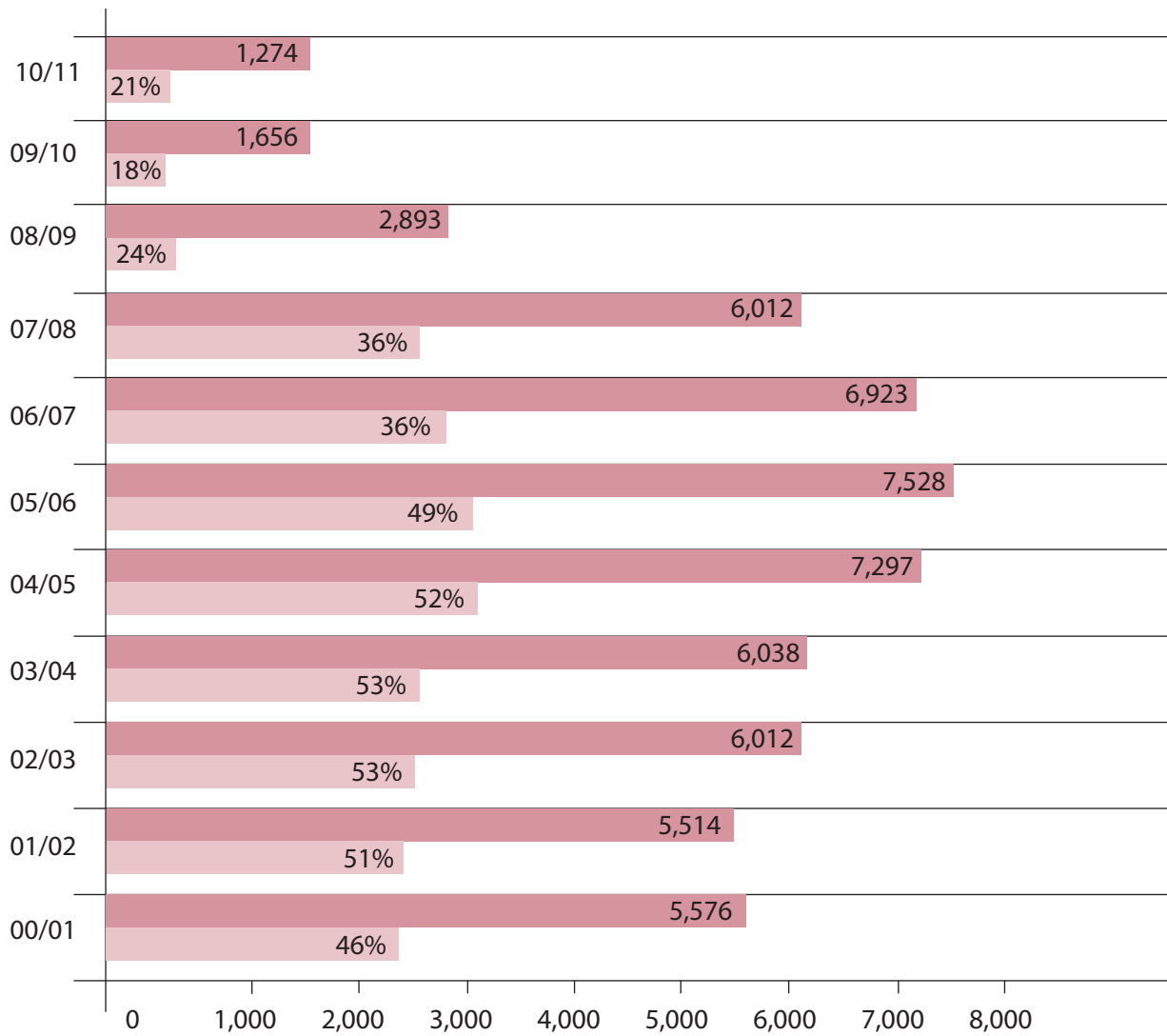
### Summary of recommendations made for determinate recall cases considered under the Criminal Justice and Immigration Act 2008

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

### Challenges/complaints 2008/09 - 2010/11

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

## Determinate sentence parole reviews and decisions 2000/01 - 2010/11

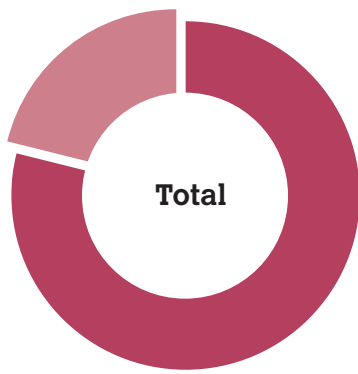


### Key

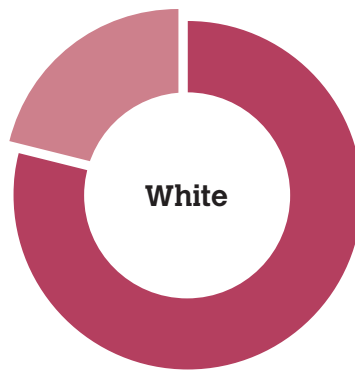
- Cases Considered
- Parole Granted

## DCR cases considered and released on parole by ethnic group 2010/11

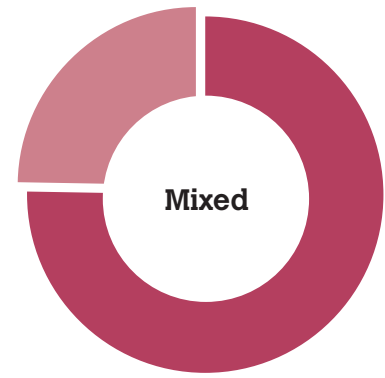
Total	All sentences 2010/11
Considered	1,274
Released	272
<b>% Released</b>	<b>21%</b>
<b>White</b>	
Considered	980
Released	216
<b>% Released</b>	<b>22%</b>
<b>Mixed</b>	
Considered	35
Released	9
<b>% Released</b>	<b>26%</b>
<b>Asian or Asian British</b>	
Considered	84
Released	16
<b>% Released</b>	<b>19%</b>
<b>Black or Black British</b>	
Considered	164
Released	28
<b>% Released</b>	<b>17%</b>
<b>Chinese or Other</b>	
Considered	10
Released	3
<b>% Released</b>	<b>30%</b>
<b>Unrecorded</b>	
Considered	1
Released	0
<b>% Released</b>	<b>0%</b>



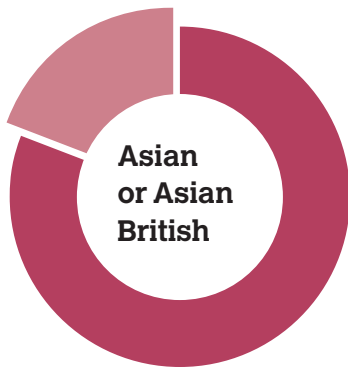
Refused 79%  
Released 21%



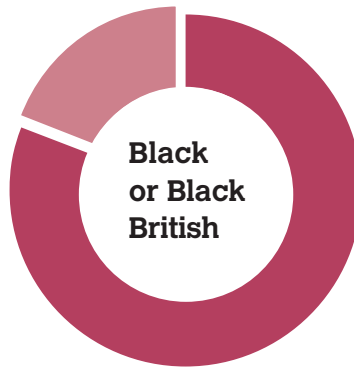
Refused 78%  
Released 22%



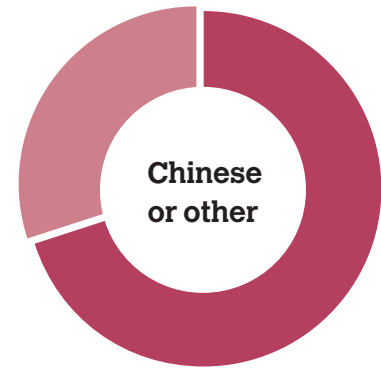
Refused 74%  
Released 26%



Refused 81%  
Released 19%



Refused 83%  
Released 17%



Refused 70%  
Released 30%

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

England and Wales cases	2007/08	2008/09	2009/10	2010/11
Cases considered	313	138	108	<b>74</b>

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

### Summary of juvenile cases heard by oral hearing 2008/09 - 2010/11

England and Wales oral hearings	2008/09	2009/10	2010/11
Cases considered	79	41	<b>11</b>
Release directed	20	10	<b>4</b>
<b>Percentage of cases where release directed</b>	25%	24%	<b>36%</b>
Release not directed	59	31	<b>4</b>
<b>Percentage of cases where release not directed</b>	75%	76%	<b>36%</b>

### Summary of extended sentence cases considered by oral hearing 2007/08 - 2010/11

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

\*Includes ESP representation against recall cases and annual reviews

### Summary of extended sentence annual review cases considered by paper panel 2008/09 - 2010/11

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

### Summary of Smith and West recall cases considered by oral hearing 2007/08 - 2010/11

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

### Summary of Smith and West cases sifted and resolved without an oral hearing 2007/08 - 2010/11

England and Wales Parole Board cases	2007/08	2008/09	2009/10	2010/11
Number of applications for an oral hearing	889	1,086	1,598	<b>1,301</b>
Number of cases rejected for consideration by oral hearing	430	763	1,307	<b>1,012</b>
Saving to the Board	£350,000	£540,000	£703,000	<b>£904,000</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 2005/06 - 2010/11

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

# 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 - 2010/11

	2009/10	2010/11
Cases considered by oral hearing	<b>95</b>	<b>175</b>
Transfer to open recommended	<b>61</b>	<b>122</b>
<b>Percentage of cases where transfer to open recommended</b>	<b>64%</b>	<b>70%</b>
Transfer to open not recommended	<b>30</b>	<b>37</b>
<b>Percentage of cases where transfer to open not recommended</b>	<b>32%</b>	<b>21%</b>
Adjourned / deferred at oral hearing	<b>4</b>	<b>16</b>
<b>Percentage of cases adjourned/deferred at hearing</b>	<b>4%</b>	<b>9%</b>



### Summary of on/post tariff and recall IPP cases considered 2006/07 - 2010/11

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

### Summary of pre-tariff IPP prisoners considered by oral hearing 2009/10 - 2010/11

England and Wales oral hearings	2009/10	2010/11
Cases considered by oral hearing	<b>15</b>	<b>138</b>
Transfer to open recommended	<b>5</b>	<b>68</b>
<b>Percentage of cases where release directed</b>	<b>33%</b>	<b>49%</b>
Transfer to open not recommended	<b>9</b>	<b>49</b>
	<b>60%</b>	<b>36%</b>
Adjourned / Deferred at hearing	<b>1</b>	<b>21</b>
<b>Percentage of cases adjourned/deferred at oral hearing</b>	<b>7%</b>	<b>15%</b>

### Summary of pre-tariff life sentence prisoners, Her Majesty's detainees and IPP cases considered by paper panel 2007/08 - 2010/11

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

### Advice cases considered by paper panel 2005/06 - 2010/11

England and Wales IPP and life sentence prisoners	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
Cases considered	224	122	94	227	147	<b>168</b>

### \* Life licensees recalled to prison 2005/06 - 2010/11

England and Wales life sentence prisoners	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
Numbers recalled	90	140	178	114	89	<b>90</b>

\*Source - Public Protection Casework Section

**\*Life licensees recalled to prison by reasons for recall 2008/09 - 2010/11**

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

\*Source - Public Protection Casework Section

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

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

\*Source - Public Protection Casework Section

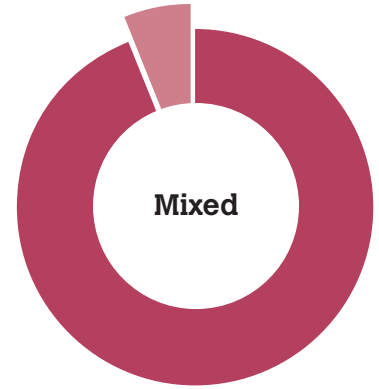
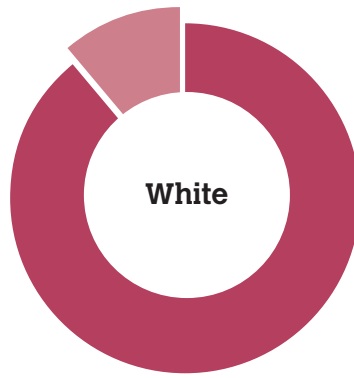
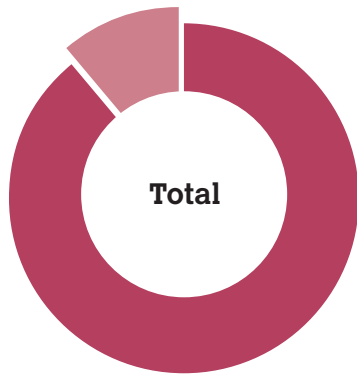
**Intensive Case Management - summary of cases considered 2007/08 - 2010/11**

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

### Indeterminate cases considered and released by ethnic group 2010/11\*

Total	2010/11
Considered	4,053
Released	448
<b>% Released</b>	<b>11%</b>
<b>White</b>	
Considered	3,107
Released	336
<b>% Released</b>	<b>11%</b>
<b>Mixed</b>	
Considered	100
Released	6
<b>% Released</b>	<b>6%</b>
<b>Asian or Asian British</b>	
Considered	143
Released	23
<b>% Released</b>	<b>16%</b>
<b>Black or Black British</b>	
Considered	512
Released	40
<b>% Released</b>	<b>8%</b>
<b>Chinese or Other</b>	
Considered	26
Released	2
<b>% Released</b>	<b>8%</b>
<b>Unrecorded/information unavailable</b>	
Considered	163
Released	40
<b>% Released</b>	<b>25%</b>

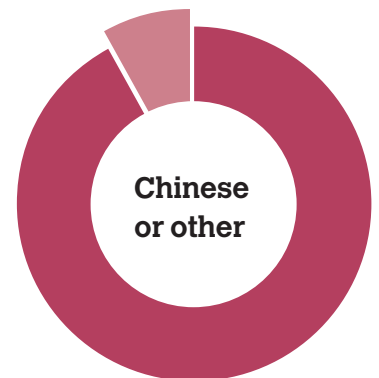
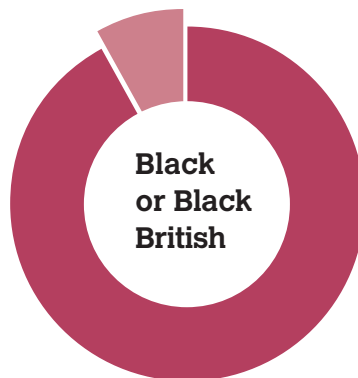
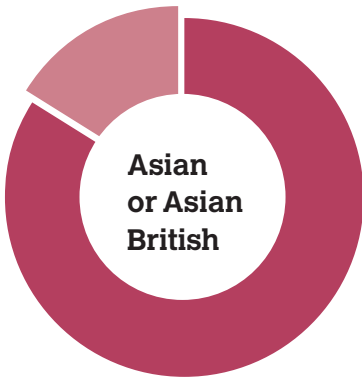
\*Figures do not include indeterminate recall cases and those deferred/adjourned at hearing



Refused 89%  
Released 11%

Refused 89%  
Released 11%

Refused 94%  
Released 6%



Refused 84%  
Released 16%

Refused 92%  
Released 8%

Refused 92%  
Released 8%

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

	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	% change from 2009/10
DCR	7,297	7,528	6,923	6,012	2,893	1,792	<b>1,381</b>	<b>-22.94%</b>
Deports				313	138	108	<b>74</b>	<b>-31.48%</b>
EPP	N/A	N/A	934	1,269	981	302	<b>52</b>	<b>-82.78%</b>
Indeterminate paper	273	249	283	1,463	3,675	3,913	<b>4,759</b>	<b>21.62%</b>
Other lifer cases considered on the papers - advice cases	352	429*	122	94	227	147	<b>168</b>	<b>14.29%</b>
Oral Hearings - lifers (3 member)	1,341	1,195	1,421	1,423	1,272	1,170	<b>1,607</b>	<b>37.35%</b>
Oral Hearings – IPP (3 member)	N/A	N/A	74	253	556	1,022	<b>1,430</b>	<b>39.92%</b>
Oral & Paper Hearings – ESP (3 Member)	#	317	326	360	462	662	<b>588</b>	<b>-11.18%</b>
Oral Hearing – DCR (3 member)	#	#	10	36	122	67	<b>47</b>	<b>-29.85%</b>
Smith & West (sift and single member oral hearings)	N/A	388	674	889	1,086	1,598	<b>1,301</b>	<b>-18.59%</b>
				(459 oral)	(422 oral)	(348 oral)	<b>(460 oral)</b>	<b>32.18%</b>
Recalls (single member paper panels)	9,320	9,296	14,669	19,060	17,184	13,423	<b>14,159</b>	<b>5.48%</b>
<b>Total cases considered</b>	<b>18,583</b>	<b>19,402</b>	<b>25,436</b>	<b>31,172</b>	<b>28,596</b>	<b>24,204</b>	<b>25,566</b>	<b>5.63%</b>
<b>Total Oral Hearings</b>	<b>1,341</b>	<b>1,583</b>	<b>2,505</b>	<b>2,531</b>	<b>2,757</b>	<b>2,974</b>	<b>3,732</b>	<b>25.49%</b>

# Not recorded separately

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

# Accounts

A statement of accounts  
for the Parole Board

# Management Commentary

## Background and statutory framework

The Parole Board was established under the Criminal Justice Act 1967, and continued under the Criminal Justice Act 1991, which was amended by the Criminal Justice and Public Order Act 1994 to establish the Board as an Executive Non-Departmental Public Body from 1 July 1996. Under the provisions of the Crime (Sentences) Act 1997 and the Criminal Justice Act 2003 the Board's work now concentrates on violent and sexual offenders.

### The Parole Board:

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

The Board is guided in its work, with regard to life sentence prisoners and determinate sentence prisoners by 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 three Board members.

## Review of objectives

### Discretionary Conditional Release

The Board considered on the papers 1,507 (2,202 in 2009/10) applications from determinate sentence prisoners. Of these, 1,274 (1,656 in 2009/10) were Discretionary Conditional Release (DCR), 74 (108 in 2009/10) were deport cases and 52 (302 in 2009/10) were prisoners with extended public protection provisions. There were 107 deferrals.

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

### Indeterminate paper hearings

The number of indeterminate paper panel cases considered by the Board was 4,759 (3,913 2009/10) comprising 3,878 ICM Reviews (2,972) and 881 pre tariff reviews (941 in 2009/10).

### Oral hearings

The total number of cases considered at oral hearings was 3,732 (2,974 in 2009/10). Of these, 3,037 (2,192 in 2009/10) were for prisoners with indeterminate sentences (Lifer and IPP). This reflects the continuing rise in oral hearings and the efforts made by the Board to increase the number of cases considered and reduce the backlog. The number of oral hearings for lifers was 1,430 (1,022 in 2009/10) and for IPPs 1,607 (1,170 in 2009/10). There were 235 three member determinate sentence oral hearings (434 in 2009/10).

In addition, there were 460 (348 in 2009/10) recall cases conducted by a single member to hear representations against recall to prison for determinate sentence prisoners. This is the highest number of oral hearings held for these type of cases since the House of Lords' judgment in January 2005 in the case of Smith & West. The number of Smith & West oral hearing cases has decreased as prisoners are now required to show that they have specific grounds to appeal that comply with the court decision. 1,012 (1,307 in 2009/10) requests for oral hearings failed to show adequate grounds.

### Paper recalls of determinate sentence prisoners

The implementation in April 2005 of provisions in the Criminal Justice Act 2003 for the recall to custody of determinate sentence prisoners resulted in the Board considering 14,159 (2009/10-13,423) cases including further reviews.

## Intensive Case Management

Intensive Case Management (ICM) is a multi stakeholder approach to improve the oral hearing process. 3,878 cases (2,972 in 2009/10) were assessed under ICM. 959 (641 in 2009/10) cases were decided on the papers without the need for a three member oral hearing.

## Risk management

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

Type of case	Actual cases handled	
	2010/11	2009/10
Discretionary Conditional Release and deport cases	1,455	1,900
Extended Public Protection	52	302
Indeterminate paper review and advice cases	1,049	1,088
Intensive Case Management cases	3,878	2,972
Oral hearings including recalls-Lifer and IPP	3,037	2,192
Oral hearings-Determinates-Recalls-Smith and West including sifts and ESP	1,936	2,327
Recall (paper recalls)	14,159	13,423
<b>Total</b>	<b>25,566</b>	<b>24,204</b>

## Sickness absence data

The average number of days sick absence taken by staff working at the Parole Board from April 2010 to March 2011 was 10.9 days (09/10-9.7 days).

## Basis for preparing the accounts

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

## Going concern

The Parole Board's future costs are expected to be met by future grant-in-aid from the Parole Board's sponsoring department, the Ministry of Justice, which has included the Board's grant-in-aid for 2010/11 in its estimates. The Board's accounts are therefore prepared on a going concern basis.

## Funding

The Board's sponsor is the Corporate Performance Group of the Ministry of Justice. The Board's only source of funding is grant-in-aid which is provided by the Ministry of Justice. This comprised cash funding of £10,125,000 together with funding of £530,000 to enable the Board to deploy additional judges. In addition, the MoJ met costs of £3,313,000 for the Board (2009/10-restated £3,002,000) and these amounts have been treated as grant-in-aid. All grant-in-aid is credited directly to reserves in accordance with HM Treasury's Financial Reporting Manual (FRM). This provided total funding of £13,968,000 which was an increase of 17% over 2009/10 which was £11,972,000 (restated).

The Board's budget was increased to enable the Board to tackle its increasing caseload of indeterminate cases requiring three member oral hearings. The increase has enabled the Board to reduce its backlog.

The Board also received capital grant-in-aid of £187,000 which was credited to reserves. The Board's cash at bank as at 31 March 2011 was £621,000. All other miscellaneous receipts, if any, including interest received on the Board's bank account, are surrendered to the Ministry of Justice for payment to the Consolidated Fund.

## Financial performance

The total net expenditure by the Board was £13,989,000 (2009/10-restated as £11,850,000). Expenditure increased in order to reduce the backlog of oral hearings. The cost of members' fees together with judicial costs increased by £1,299k as members increased the throughput of cases. Members direct training costs increased by £179,000 due the increase in member numbers. In addition, the new Casework Management System cost £348,000. As grant-in-aid is credited to reserves rather than recognised as income, the Board's financial statements reflect the expenditure to be financed by grant-in-aid.

The Statement of Financial Position shows total reserves of £707,000 as at 31 March 2011. This comprises income and expenditure deficit of £40,000 and government grant reserve of £747,000; this compares with a restated total deficit on reserves of £206,000 at 31 March 2010 (see note 2 to the Accounts). The previous year's figures were restated to comply with International Accounting Standard 37 Provisions Contingent Liabilities and Contingent Assets. This requires the Parole Board to provide for judicial reviews at the year end date which are likely to be settled. The opening balance of £37,000 on the government grant reserve was transferred to income and expenditure reserves to comply with Treasury guidance on the treatment of capital grant-in-aid. This is now credited to income and expenditure reserves and a grant of £187,000 was credited to income and expenditure reserves in 2010/11.

A government grant of £915,000 was credited to the government grant reserve to reflect the transfer of the new Casework Management System from MoJ. £168,000 was transferred from the government grant reserve to fund depreciation on the Casework Management System leaving a closing balance on the government grant reserve of £747,000.

## Unit costs

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

Unit costs		
	2010/11 Per case	2009/10 Per case
Paper hearing – Determinate sentence case (DCR) and EPP	£703	£599
Oral hearings – three member panels for the hearing of lifer, IPP and extended sentence prisoners (ESPs)	£2,532	£2,680
Intensive Case Management	£422	£417
Oral hearings – single member panels for the hearing of representations against recall for determinate sentence prisoners.	£893	£740
Recalls under the Criminal Justice Act 2003	£69	£62

The cost of oral hearings has fallen due the increase in the number of cases heard.

## Non-current assets

The main addition to the non-current assets was a Casework Management System developed at an initial cost of £915,000 and transferred to the Board. The Board incurred an additional £25,000 following transfer on the system which has also been capitalised, giving a total addition of £940,000. This will enable the Board to manage its casework more efficiently.

New laptops and other IT equipment were 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 90% of its creditors within 10 days, with a target of achieving a 100% payment rate within 30 days. During 2010/11 91% (88% in 2009/10) of all invoices were paid within the target period of 10 days and 99% were paid within 30 days.

## Audit

Internal audit services are provided by the Ministry of Justice Internal Audit Division and in 2010/11 the amount charged for these services was £33,000. This included the provision of 60 days' audit, attendance at meetings of the Audit & Risk Management Committee and provision of guidance and assurance.

External audit is provided by the National Audit Office and the Certificate and Report of the Comptroller and Auditor General to the House of Commons is attached to these Accounts. The Board has accrued for £19,000 in respect of the statutory audit for 2010/11. 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 Chairman's forward reports on the proposed new sponsorship arrangements.

## Corporate governance

The Chairman of the Board is Sir David Latham.

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

The Chief Executive is Linda Lennon and the Deputy Chief Executive is Miles Dagnall.

The full-time salaried members of the Board during 2010/11 are Chitra Karve (Director of Performance & Development) and Martha Blom-Cooper (Director of Quality & Standards).

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

All details concerning the remuneration of the Management Board are included within the Remuneration Report.

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

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, the Chief Executive and the Deputy Chief Executive, the members of the Management Board were:

- Chitra Karve - Director of Performance & Development
- Martha Blom-Cooper - Director of Quality & Standards
- Diana Fulbrook until January 2011
- Alison Stone until 31 March 2011
- Robin Lipscombe until September 2010
- Graham Bull
- Andrew Purkis from November 2010
- John Chandler from November 2010
- Sian Flynn from March 2011
- Huw Vaughan-Thomas until September 2010 (ex officio member)
- Cedric Pierce from February 2011 (ex officio member)

There were 9 meetings of the Management Board during 2010/11. 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 & Risk Management Committee, which met three times in 2010/11. Several part-time members of the Parole Board who are not involved in the Board's management serve as non-executive members. During 2010/11 they were:

- Huw Vaughan-Thomas (Chairman until September 2010)
- Cedric Pierce (Chairman from February 2011)
- Peter Wilshaw
- Robin Lipscombe until September 2010
- Francis Dobbyn
- Alan Rayner from February 2011
- Brenda McAll-Kersting from February 2011

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

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

## Pension scheme

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

## Investors in People

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

## Member and employee involvement

Members were consulted through discussions at the Board's annual learning and development event in April 2010. Members also participated in various working groups on policy initiatives on behalf of the Board. Members and staff of the Board were also fully involved, along with our stakeholders, in the preparation of the Board's Business Plan for 2011/12. Staff have continued to be involved and informed through regular meetings with the Chief Executive and other staff meetings. Information on procedures and performance was circulated by means of regular fortnightly communications by email to all staff from the Chief Executive and the monthly newsletter. Members and staff also receive the monthly publication the Board Sheet.

## 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.

## 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 relating to the health and safety of its members and staff. The Board has a Health & Safety Officer. A Health & Safety Committee with member and staff involvement met during 2010/11.

### **Linda Lennon**

Chief Executive and Accounting Officer

6 July 2011

The Parole Board for England and Wales

# Statement of Accounting Officer's Responsibilities

## Statement of Accounting Officer's responsibilities

Under Schedule 19 of the Criminal Justice Act 2003 the Parole Board is required to prepare a statement of accounts for each financial year in the form and on the basis directed by the Secretary of State, with the approval of the Treasury. The accounts are prepared on an accruals basis and must give a true and fair view of the Parole Board's state of affairs at the year end and of its comprehensive net expenditure and cash flows for the financial year.

In preparing the accounts the 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.

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



# 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 Under 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 Board's sponsor is the Corporate Performance Group within the Ministry of Justice.

## 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 policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Parole Board for the year ended 31 March 2011 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 meetings and has a full review of the risk environment each year.

## The risk and control framework

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 and is also discussed quarterly with its sponsor.

During the year the Parole Board has continued to embed a culture of information security into the organisation and further training for both staff and members took place. A total of 12 incidents were reported under the Board's Information Assurance procedures and these were notified to the Ministry of Justice. All the information thought to be at risk was located or recovered and no loss of data resulted. Information security procedures and processes were strengthened by the introduction of a more secure IT system for managing casework.

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

- quarterly assessment of risk and discussion of the Corporate Risk Register with the Board's sponsor;
- risk is considered quarterly by the Board's Executive Team;

- risk is considered by the Audit and Risk Management Committee who report to the Management Board;
- publication of the risk policy and strategy on the Board's intranet;
- major risks being taken as agenda items at meetings of the executive team;
- development and implementation of clear procedures, objectives and targets for staff;
- development and publication of an anti-fraud and corruption strategy and annual review by the Audit & Risk Management Committee; and
- 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 & 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 resulted in decisions which have led to a reduction in the highest levels of risk.

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

- an annual Business Plan;
- an annual budget which is approved by the Management Board;
- systems to identify, quantify and track financial risks;
- the provision and review of regular financial and non-financial management information and forecasts to the Executive Team and to the Management Board;
- regular meetings of the senior management team to review performance;
- financial and administrative procedures including delegations of authority and segregation of duties;
- a formal fraud response policy and plan is in place;
- 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; and
- 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 have responsibility for reviewing the effectiveness of the system of internal control. This 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 2010/11, 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 arrangements, the adequacy of the financial systems, risk management, control and governance. The Management Board reviews the Parole Board performance reports and monitors progress against our Business Plan. The Chair of the Audit & Risk Management Committee is also an ex-officio member of the Management Board.

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 2011 was that "Audit work undertaken during 2010/11 indicates that the Board's governance, risk management and control arrangements are generally adequate and effective."

### **Significant issues**

The Board continues to depend on the sponsoring department, the Ministry of Justice, for the provision of accommodation, postage and security and for meeting legal fees and settlement costs for claims against the Board.

Following the Public Accounts Committee report published in March 2009 on the work of the Parole Board, the NAO carried out a further VFM study during 2010/11 to see what progress had been achieved. The study, entitled "Managing indeterminate sentenced prisoner cases – Audit findings" identified further measures aimed at reducing delays. The Board has put in place an action plan to take forward their recommendations.

Last year the Board reported that inadequate numbers of different types of Members (psychiatrists, psychologists, Independent and Judicial) risked making the Board unable to handle the changing and increasing workload or respond to the change and improvement agenda. In response to the need to have more Chairs for oral hearings the Secretary of State recruited an additional 55 judges in March 2010. There was a continued shortage of judges until September 2010 when the Board agreed a revised protocol with HMCTS for deploying the newly recruited serving judges. The Board does not expect to have a shortage of judges in 2011/12 onwards and would like to acknowledge the support of its sponsor in this area, and also the support of the Lord Chief Justice and HMCTS. There was then a challenge to ensure sufficient number of independent members and clinicians to sit alongside an increased number of judges, and the Sponsor Unit, working with the Board, recruited 48 Independents and Clinicians in 2010 in order to meet the need. We are also aware of the risk of not being able to attract and train a sufficient number of independent members to chair oral hearings, and we held two special training events in October and November 2010 to train an additional 14 Independent Chairs. There continues to be a gap between the demand for Psychologists on oral Panels and the number of Psychologist Members, and the Board made a successful submission to the MoJ Sponsor Unit who have agreed to carry out a recruitment exercise for Psychologists in 2011. The Board has therefore taken a number of measures to mitigate the risk of having inadequate numbers of the different types of members.

One of the causes of the high level of deferred cases remains the poor quality and poor timeliness of many of the dossiers that the Board receives. The Board has been working closely with NOMS to assist prisons and probations improve both the contents and timeliness of dossiers (due by the 14th week

of the parole process). Timeliness, on this criterion, has improved from around 30% to 70% over the course of the year and joint working is taking place to review the quality of the information received. This review will also reduce the duplication of much of the data. The Board has also worked with NOMS to communicate important information relating to the dossier's role in the Generic Parole Process (GPP). This has included Probation Circulars, PPCS newsletters and best practise journals as well as ongoing representation at various NOMS forums and events. The Parole Standards Board continues 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 2010/11 although the production of dossiers meeting the agreed time standard by the Prisons improved greatly with only 30% of dossiers now being received late by the Board. The impact of the shortfall over the year upon the key target of arranging 80% of review hearings within the target month has meant that only 33% of hearings met this criterion. However the backlog of cases has declined from its peak of around 2600 in June 2010 to 1420 cases at the end of March 2011.

The lack of reliable caseload estimates has historically lead to difficulties in obtaining the appropriate level of resources for the Board to service its caseload as the estimates until very recently have consistently understated the amount of work the Board has received. These estimates have now improved in regards to the numbers of Lifer and IPP prisoners who absorb the major allocation of the Board's resources and hence the impact of this issue has eased although both DCR cases and Recall cases exceeded the projections provided for last year.

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

**Linda Lennon**

Chief Executive and Accounting Officer

6 July 2011

The Parole Board for England and Wales

# Remuneration Report

## Remuneration policy

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

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

Remuneration is determined as follows:

- for the Chairman, by the Secretary of State;
- the vice-chairman is a serving High Court judge who receives no remuneration from the Board;
- for the full-time members, with reference to Home Office pay scales;
- for the part-time members (including those serving on the Management Board), at a fixed and non-pensionable rate of £190 (2009-10: £190) for each day on which they attend PB meetings; and
- for the Chief Executive, by the Ministry of Justice on the Senior Civil Service pay scales in accordance following the recommendation of the Senior Salaries Review Body. The extent of performance-related pay due to these staff is assessed under the Ministry of Justice pay and reward framework.
- for the Deputy Chief Executive, by the Parole Board, on Home Office pay scales.

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

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

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

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

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

## Tenure arrangements

The Chief Executive, Linda Lennon, is on a one year secondment from April 2009 which has been extended to 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. Full-time members are office holders on three year renewable terms. Their remuneration is determined by the Secretary of State. Their tenure expiry dates are:

Full-time member	Tenure expiry date
Martha Blom-Cooper	16 April 2016
Chitra Karve	21 February 2013

## Audited Remuneration

	2010/11	2010/11	2010/11	2009/10	2009/10	2009/10
	Salary	Performance related	Total remuneration	Salary	Performance related pay	Total remuneration
	£000	£000	£000	£000	£000	£000
Sir David Latham Chairman	75-80	0-5	75-80	80-85	-	80-85
Linda Lennon Chief Executive	70-75	5-10	80-85	70-75	-	70-75
Chitra Karve full-time Member	65-70	0-5	65-70	5-10	-	5-10
Martha Blom-Cooper full-time member	65-70	0-5	65-70	60-65	-	60-65
Miles Dagnall Head of Operations and Deputy CEO	70-75	0-5	70-75	65-70	-	65-70
Graham Bull part-time member	0-5	-	0-5	0-5	-	0-5
John Chandler from November 2010 part-time member	0-5	-	0-5	-	-	-
Sian Flynn from March 2011 part-time member	0-5	-	0-5	-	-	-
Andrew Purkis from November 2010 part-time member	0-5	-	0-5	-	-	-

Diana Fulbrook until January 2011 part-time member	0-5	-	0-5	0-5	-	0-5
Alison Stone until 31 March 2011 part-time member	0-5	-	0-5	0-5	-	0-5
Robin Lipscombe until September 2010 part-time member	0-5	-	0-5	0-5	-	0-5
Huw Thomas until September 2010 part-time member	0-5	-	0-5	0-5	-	0-5

There were no benefits-in-kind provided to any of the above in 2010/11 and 2009/10.

\*“Salary” includes gross annual salary, London weighting, and any other allowance to the extent that it is subject to UK taxation. Performance related pay is shown separately. There were no payments for compensation for loss of office in 2010/11. The remuneration disclosed for part-time members who are members of the Management Board is their remuneration for acting as a member of the Management Board only.

- The audited pension entitlements of the Chairman, full-time members, Chief Executive and Deputy Chief Executive during 2010/11 were as follows:

Name	Accrued pension at end date as at 31 March 11	Real increase in pension	Real increase in lump sum	CETV at 31 March 11	CETV at 31 March 10	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000	£'000
D Latham	0-5	0-2.5	N/A	69	35	33
L Lennon	25-30 and lump sum 80-85	0-2.5	0-2.5	431	374	1
C Karve	0-5	0-2.5	N/A	19	2	15
M Blom-Cooper	10-15 and lump sum 30-35	0-2.5	0-2.5	112	98	4
M Dagnall	15-20	0-2.5	N/A	229	202	7

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



## Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. From 30 July 2007, civil servants may be in one of four defined benefit schemes; either a final salary scheme (**classic, premium** or **classic plus**); or a whole career scheme (**nuvos**). These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under **classic, premium, classic plus** and **nuvos** are increased annually in line with Pensions Increase legislation. Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (**partnership** pension account).

Employee contributions are set at the rate of 1.5% of pensionable earnings for classic and 3.5% for **premium, classic plus** and **nuvos**. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For **premium**, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. **classic plus** is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per **classic** and benefits for service from October 2002 worked out as in **premium**. In **nuvos** a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The **partnership** pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of three providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of **classic, premium** and **classic plus** and 65 for members of **nuvos**.

Further details about the Civil Service pension arrangements can be found at the website <http://www.civilservice.gov.uk/my-civil-service/pensions/index.aspx>

## Cash Equivalent Transfer Values

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



The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out within the guidelines and framework prescribed by the Institute and Faculty of Actuaries and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

### **Real increase in CETV**

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

**Linda Lennon**

**Chief Executive and Accounting Officer**

6 July 2011

The Parole Board for England and Wales

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

I certify that I have audited the financial statements of the Parole Board for the year ended 31 March 2011 under the Criminal Justice Act 2003. These comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

## Respective responsibilities of the Accounting Officer and auditor

As explained more fully in the Statement of Accounting Officer's Responsibilities, the 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, certify and report on the financial statements in accordance with the Criminal Justice Act 2003. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

## Scope of the audit of the financial statements

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

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

## Opinion on regularity

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

## Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Parole Board's affairs as at 31 March 2011 and of its net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Criminal Justice Act 2003 and Secretary of State directions issued thereunder with the approval 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 Secretary of State directions issued under the Criminal Justice Act 2003 with the approval of HM Treasury; and
- the information given in the Management Commentary and sections headed About the Parole Board and Future of the Parole Board for the financial year for which the financial statements are prepared is consistent with the financial statements.

## Matters on which I report by exception

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

- adequate accounting records have not been kept; or
- the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records or returns; or
- I have not received all of the information and explanations I require for my audit; or
- the 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  
7 July 2011

### Statement of Comprehensive Net Expenditure for the year ended 31 March 2011

	Notes	£000 2010/11	Restated
			£000 2009/10
Expenditure			
Staff and member costs	3a	(7,813)	(7,030)
Other operating costs	4	(6,176)	(4,820)
Net expenditure for the year		(13,989)	(11,850)
Other comprehensive expenditure		-	-
<b>Total comprehensive expenditure</b>		<b>(13,989)</b>	<b>(11,850)</b>

The notes on pages 70 to 81 form part of these accounts.  
All operations are continuing.

## Statement of Financial Position as at 31 March 2011

	Notes	31 March 2011 £000	Restated 31 March 2010 £000	Restated 31 March 2009 £000
<b>Non Current Assets</b>				
Property plant and equipment	5 a	156	91	88
Intangible assets	5 b	870	54	25
<b>Total non-current assets</b>		<b>1,026</b>	<b>145</b>	<b>113</b>
<b>Current Assets</b>				
Trade and other receivables	6	30	75	42
Cash at bank		621	277	215
<b>Total current assets</b>		<b>651</b>	<b>352</b>	<b>257</b>
<b>Total assets</b>		<b>1,677</b>	<b>497</b>	<b>370</b>
<b>Current Liabilities</b>				
Trade & other payables	7	(843)	(555)	(563)
Provisions	9	(127)	(148)	(182)
<b>Total current liabilities</b>		<b>(970)</b>	<b>(703)</b>	<b>(745)</b>
Non current assets less net current liabilities		707	(703)	(375)
<b>Assets less liabilities</b>		<b>707</b>	<b>(206)</b>	<b>(375)</b>
<b>Taxpayers' Equity:</b>				
General reserve		(40)	(243)	(414)
Government grant reserve		747	37	39
		<b>707</b>	<b>(206)</b>	<b>(375)</b>

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

**Linda Lennon**  
**Chief Executive and Accounting Officer**  
 6 July 2011  
 The Parole Board for England and Wales

## Statement of Cash Flows for the year ended 31 March 2011

	Notes	2010/11 £000	Restated 2009/10 £000
<b>Cash flows from operating activities</b>			
Net expenditure for the year		(13,989)	(11,850)
Adjustment for:	1c, 1d and 4		
- Costs incurred by the Board but settled by MoJ		3,843	3,002
- Depreciation, amortisation and write offs	4	259	83
- Deduct depreciation met by capital reserve		(168)	-
- Decrease/(increase) in trade receivables	6	45	(33)
- Increase/(decrease) in trade payables	7	288	(8)
- Decrease in provisions		(21)	(34)
<b>Net cash outflow from operating activities</b>		<b>(9,743)</b>	<b>(8,840)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	5a	(115)	(61)
Purchase of intangible assets	5b	(110)	(54)
<b>Net cash outflow from investing activities</b>		<b>(225)</b>	<b>(115)</b>
<b>Cash flows from financing activities</b>			
Grant-in-aid received from Ministry of Justice		10,125	8,970
Capital grant-in-aid received		187	47
<b>Net financing</b>		<b>10,312</b>	<b>9,017</b>
<b>Net increase in cash and cash equivalents in the year</b>		<b>344</b>	<b>62</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>277</b>	<b>215</b>
<b>Cash and cash equivalents at the end of the year</b>		<b>621</b>	<b>277</b>

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

**Linda Lennon**  
**Chief Executive and Accounting Officer**

6 July 2011

The Parole Board for England and Wales

### Statement of Changes in Taxpayers' Equity for the year ended 31 March 2011

	Note	General Reserve £000	Government Grant Reserve £000	Total £000
<b>Balance at 31 March 2009</b>		<b>(232)</b>	<b>39</b>	<b>(193)</b>
Change in accounting policy-adoption of IAS 37	2,9	(182)	-	(182)
<b>Balance at 1 April 2009</b>		<b>(414)</b>	<b>39</b>	<b>(375)</b>
<b>Changes in taxpayers' equity - 2009/10</b>				
Net expenditure for year ended 31 March 2010		(11,850)	-	(11,850)
Capital grant-in-aid	1b	-	47	47
Grant-in-aid received towards expenditure	1b	8,970	-	8,970
Grant-in-aid received towards expenditure-costs settled by MoJ	1b	3,002	-	3,002
Transfer to fund depreciation		49	(49)	-
<b>Balance at 31 March 2010</b>		<b>(243)</b>	<b>37</b>	<b>(206)</b>
<b>Changes in taxpayers' equity - 2010/11</b>				
Transfer between reserves		37	(37)	-
Net expenditure for year ended 31 March 2011		(13,989)	-	(13,989)
Asset transferred from sponsor	5b	-	915	915
Capital grant-in-aid	1b	187		187
Grant-in-aid towards expenditure	1b	10,125	-	10,125
Grant-in-aid received towards expenditure-costs settled by MoJ	1b	3,843	-	3,843
Transfer to offset depreciation on funded assets		-	(168)	(168)
<b>Balance at 31 March 2011</b>		<b>(40)</b>	<b>747</b>	<b>707</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 2010-11 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Parole Board for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Parole Board are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

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

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

### b) Grant-in-aid

HM Treasury's Financial Reporting Manual (FReM) requires Non-Departmental Public Bodies (NDPBs) to account for grants received for both revenue and capital grant-in-aid as financing because they are regarded as contributions from a controlling party which give rise to a financial interest in the residual value of NDPBs. All grant-in-aid is therefore credited to the General Reserve when received. Grant-in-aid includes costs met by other parts of government. The Board's Casework Management System was developed by the Ministry of Justice and the cost has been credited to the Government Grant Reserve. This will be credited against depreciation over the life of the asset.

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

Legal and compensation costs incurred by the Board but settled by MoJ include movements in the provision for legal claims (see notes 1j and 13). A credit is made to reserves in respect of these costs to reflect the fact that whilst incurred by the Parole Board they are settled directly by MoJ.

### d) Other costs met by the Ministry of Justice

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

### e) Property, plant and equipment

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



**f) Depreciation and amortisation**

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

Depreciation and amortisation are calculated monthly.

**g) Operating leases**

Amounts payable under operating leases are charged to the Statement of Comprehensive Net Expenditure on a straight-line basis over the lease term, even if the payments are not made on such a basis.

**h) Pension costs**

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

**i) Employee benefits**

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

**j) Provisions**

The provisions for liabilities and charges reflect judgements about the likelihood that a future transfer of economic benefits will arise as a result of past events (note 9). Where the likelihood of a liability crystallising is deemed probable and where it is possible to quantify the effect with reasonable certainty, a provision is recognised.

**k) Contingent liabilities**

The provisions for liabilities and charges reflect judgements about the likelihood that a future transfer of economic benefits will arise as a result of past events. Where the likelihood of potential liabilities crystallising is judged to be possible, a contingent liability is disclosed (note 13). The Board receives judicial review claims for cases where its decision is being challenged as unlawful. The Board makes provision for claims where success is probable based on the historic settlement experience.

**l) 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.

**m) Segmental reporting**

The Parole Board provides no additional disclosure on operating segments under IFRS because it has a single operational activity. Note 4 provides details of the Board's non-staff expenditure against this single operating segment.

## 2. Prior Year Adjustment

The Board's accounts at 31 March 2010 have been restated to provide for the cost of legal claims and compensation payments (Note 1j). This is a change of accounting policy to comply with International Accounting Standard 37.

In addition, funding for costs incurred by the Parole Board but settled by the Ministry of Justice is credited direct to reserves as grant in aid and is not reflected in a reversal of costs in the statement of comprehensive net expenditure as was previously the case.

The accounts no longer reflect the cost of capital which was previously recognised in the net expenditure statement with a credit to the General Reserves. This follows a change in the FReM.

	General reserve £000	Capital reserve £000	Total £000
Taxpayers' equity at 31 March 2010 as previously stated	(95)	37	(58)
Provision for legal claims at 31 March 2010	(148)	-	(148)
Taxpayers' equity at 1 April 2010 as restated	(243)	37	(206)
The effect on reported expenditure is:-			
			09/10
Net assets previously reported at 31 March 2009			(193)
Change in accounting policy - provision recognised following adoption of IAS 37			(182)
Net assets restated as at 1 April 2009			(375)
Movement in net assets previously reported during 09/10			135
Movement in provision			34
Net assets restated as at 31 March 2010			(206)

### 3. Staff and member costs

	2010/11 £000	2009/10 £000
<b>Chairman, CEO, Deputy CEO &amp; full-time Board members</b>		
Remuneration	381	339
Pension contributions	77	77
Social security costs	40	37
	<b>498</b>	<b>453</b>
<b>Part-time Board members</b>		
Fees	3,593	2,921
Social security costs	365	289
	<b>3,958</b>	<b>3,210</b>
<b>Secretariat staff (Includes seconded staff)</b>		
Salaries and wages, including overtime	2,467	2,385
Pension contributions	413	394
Social security costs	190	180
	<b>3,070</b>	<b>2,959</b>
<b>Agency staff</b>		
	<b>287</b>	<b>408</b>
<b>Total</b>	<b>7,813</b>	<b>7,030</b>

An explanation of the Board's structure, which is reflected in the categorisations above, is included in the Remuneration Report.

**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:

				2010/11	2009/10
	Employed	Seconded*	Agency	Total	Total
Management	9	3	-	12	11
Casework	52	14	9	75	76
Secretarial/administrative support	13	3	-	16	13
<b>Total</b>	<b>74</b>	<b>20</b>	<b>9</b>	<b>103</b>	<b>100</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 2010/11 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 2010/11, contributions of £490,000 were payable by the Board to the PCSPS (2009/10 £472,000) at one of four rates in the range 16.7% to 24.3% of pensionable pay (16.7% to 24.3% in 09/10), based on remuneration bands. The salary bands to which these rates apply will be revalued each year. Contribution rates payable by the Board are to be reviewed every three years following a scheme valuation by the Government Actuary. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

**e)** The emoluments (non-pensionable) of the highest paid part-time Board member were £114,490 (2009/10 - £90,104)

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

	2010/11 No.	2009/10 No.
Not exceeding £5,000	123	93
5,000 - 9,999	48	39
10,000 - 14,999	30	22
15,000 - 19,999	18	14
20,000 - 24,999	18	18
25,000 - 29,999	11	16
30,000 - 34,999	5	5
35,000 - 39,999	9	5
40,000 - 44,999	5	4
45,000 - 49,999	4	2
50,000 - 54,999	6	5
55,000-59,999	1	-
60,000-64,999	2	-
65,000-69,999	1	2
70,000-74,999	2	-
90,000-94,999	-	1
110,000-115,000	1	-
<b>Total</b>	<b>284</b>	<b>226</b>

#### 4. Other operating costs

	2010/11 £000	2009/10 £000
Travel and subsistence	779	741
Information technology costs	400	388
Casework Management System	348	-
Stationery and printing	152	181
Professional fees	6	47
Recruitment costs	14	38
Miscellaneous costs	36	43
Members' training	351	172
Staff training	46	53
Audit fees		
-external audit (NAO)	19	19
-external audit of IFRS	-	2
-internal audit	33	28
Operating leases	73	53
Web site	6	4
Depreciation	259	83
Depreciation funded by transfer from government grant reserve	(168)	-
<b>Costs met by the Parole Board</b>	<b>2,354</b>	<b>1,852</b>
<b>Costs incurred by the Parole Board but settled by the Ministry of Justice</b>		
Legal and compensation costs payable by MoJ	1,180	941
Accommodation and other common services	1,063	1,010
Postage	816	805
Serving judges	763	212
<b>Total costs incurred by the Parole Board but settled by the Ministry of Justice</b>	<b>3,822</b>	<b>2,968</b>
<b>Total</b>	<b>6,176</b>	<b>4,820</b>

Some expenditure within other operating costs for the prior year has been reclassified for clarity of presentation. The cost of serving judges increased as the Board was allocated additional judges during 2010/11.

Included in "Costs incurred by the Parole Board but settled by the Ministry of Justice" is a credit of 21k (2009/10: credit of 34k) related to the movement in the provision described at note 9.

## 5a. Property plant & equipment

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

	Furniture £000	IT Hardware £000	Total £000
<b>Cost</b>			
At 1 April 2009	79	173	252
Additions	8	53	61
Disposal	-	(36)	(36)
<b>At 31 March 2010</b>	<b>87</b>	<b>190</b>	<b>277</b>
<b>Accumulated depreciation</b>			
At 1 April 2009	34	130	164
Charge for the year	14	44	58
Depreciation on disposal	-	(36)	(36)
<b>At 31 March 2010</b>	<b>48</b>	<b>138</b>	<b>186</b>
<b>Net book value at 31 March 2010</b>	<b>39</b>	<b>52</b>	<b>91</b>
Net book value at 31 March 2009	45	43	88

## 5b. Intangible Assets

	IT Software	Casework Management System	Total software
<b>Cost</b>			
At 1 April 2010	121	-	121
Additions	85	940	1,025
Disposal	(31)	-	(31)
<b>At 31 March 2011</b>	<b>175</b>	<b>940</b>	<b>1,115</b>
<b>Accumulated amortisation</b>			
At 1 April 2010	67	-	67
Charge for the year	38	171	209
Depreciation on disposal	(31)	-	(31)
<b>At 31 March 2011</b>	<b>74</b>	<b>171</b>	<b>245</b>
<b>Net book value at 31 March 2011</b>	<b>101</b>	<b>769</b>	<b>870</b>
Net book value at 31 March 2010	54	-	54

	IT Software	Casework Management System	Total software
<b>Cost</b>			
At 1 April 2009	78	-	78
Additions	54	-	54
Disposal	(11)	-	(11)
At 31 March 2010	121	-	121
<b>Accumulated amortisation</b>			
At 1 April 2009	53	-	53
Charge for the year	25	-	25
Depreciation on disposal	(11)	-	(11)
<b>At 31 March 2010</b>	<b>67</b>	<b>-</b>	<b>67</b>
<b>Net book value at 31 March 2010</b>	<b>54</b>	<b>-</b>	<b>54</b>
Net book value at 31 March 2009	25	-	25

Of the total additions, £915,000 of the Casework Management System asset was transferred by MoJ and the balance of £110,000 (including software licenses) was purchased by the Parole Board.



## 6. Trade and other receivables

Amounts falling due within one year

	31 March 2011 £000	31 March 2010 £000	1 April 2009 £000
Prepayments	12	53	20
Staff receivables	18	20	11
Government receivables	-	2	11
<b>Total</b>	<b>30</b>	<b>75</b>	<b>42</b>

## 7. Trade and other payables

Amounts falling due within one year

	31 March 2011 £000	31 March 2010 £000	31 March 2009 £000
Tax and social security	122	93	84
Trade payables	8	51	115
Accruals-holiday pay under IFRS	85	80	56
Accruals	588	319	308
Government payables	40	12	-
<b>TOTAL</b>	<b>843</b>	<b>555</b>	<b>563</b>

## 8. Intra – government balances

	31 March 2011	31 March 2011	31 March 2010	31 March 2010	31 March 2009	31 March 2009
	Receivables: amounts falling due within one year	Payables: amounts falling due within one year	Receivables: amounts falling due within one year	Payables: amounts falling due within one year	Receivables: amounts falling due within one year	Payables: amounts falling due within one year
	£000	£000	£000	£000	£000	£000
Balance with HMRC	-	122	-	115	-	84
Balances with other central government bodies	-	40	2	12	10	-
Balances with bodies external to government	30	681	73	428	32	479
<b>At 31 March 2011</b>	<b>30</b>	<b>843</b>	<b>75</b>	<b>555</b>	<b>42</b>	<b>563</b>

## 9. Provisions for liabilities and charges

	Legal claims £000
Balance at 1 April 2009 restated	182
Provided in the year	256
Provisions utilised in the year	(290)
Balance at 1 April 2010 restated	148
Provided in the year	320
Provisions utilised in the year	(341)
Balance at 31 March 2011	127

Provision has been made for all known claims resulting from judicial reviews where it is considered that it is more likely than not that the claim will be successful and the amount of the claim can be reliably estimated. The figures represent the best estimate of the amount payable including legal costs against the Board and compensation payable based on the Board's experience of claims. Legal claims which may succeed but are less likely to do so or cannot be estimated reliably are disclosed as contingent liabilities in Note 14.

## 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 Ministry of Justice and the Home Office are regarded as related parties. During the year, the Parole Board had significant material transactions with Ministry of Justice which provided accommodation, the services of serving judges and postage. The Ministry of Justice provided the cost of legal representation and also seconded some staff. The Home Office provided IT and telecommunications.

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

## 11. Commitments under leases

	31 March 2011 £000	31 March 2010 £000
Payments due within one year	78	74
Payments due within 2-5 years	194	242
<b>Total</b>	<b>272</b>	<b>316</b>

There were no commitments falling due after 5 years.

## 12) Financial instruments

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

## 13) Contingent liabilities

The Board discloses contingent liabilities where it determines that there is a chance that it may be required to make an economic outflow as a result of a present obligation arising from legal claims, but that at the year end, this outflow is only possible rather than probable. Please refer to note 1j for an explanation of these claims. The Board is defending numerous claims judicial review claims for compensation where it considers the liability is possible. Were all of these claims to crystallise, the Board's best estimate of the amount payable is £235,000 (2009/10 - £345,000). This is based on analysis of the claims received against historic trends for success rates and average amounts payable, and excludes cases of probable outflow as disclosed in note 10.

The Board has sought leave to appeal the result in the judicial review on the Faulkner case to the Supreme Court and it would be liable for the costs of the other side if it lost. This is considered to be possible and not probable. The cost of the other side would be in the range of £100,000 - £200,000. The judgment in the Faulkner case on 29 March 2011 would increase the damages payable to prisoners whose case or release was delayed by a breach by the Parole Board, unless the Board's appeal to the Supreme Court is successful. If the Board was unsuccessful in its appeal the liability for the cases for which the Board has made provision for compensation would be increased by 100%. This would increase the compensation payable by £26,000. The greater part of the provision is for legal costs.

## 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

Special Payments		
	31 March 2011 £000	31 March 2010 £000
<b>Compensation payments to prisoners</b>	49	30

These amounts relate to compensation claims resulting from judicial reviews and do not include legal costs.

# Membership

of the Parole Board between  
1 April 2010 and 31 March 2011

# Membership

## of the Parole Board between 1 April 2010 and 31 March 2011

**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 (1992-98). (Appointed July 2000) (Retired September 2010)

**His Honour Judge Peter Ader**

Circuit Judge (2000-11). After graduating university he practised law at the Criminal Bar for 26 years. (Appointed September 2010)

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

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

**Her Honour Caroline Alton**

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

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

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

**Pamela Baldwin**

Criminal law solicitor. (Appointed August 2010)

**Richard Baldwin**

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

**Richard Baldwin**

Former Chief Officer, Hertfordshire Probation. Independent member, West Yorkshire Police Authority. Chair, IMB, HMP Wakefield. (Appointed September 2009)

**His Honour Judge Christopher Ball QC**

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

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

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

**Lucinda Barnett OBE, JP**

J.P. since 1986. Chairman Magistrates' Association (2005-08). Member of Judges Council. Joint Chairman, National Sentencer/Probation Forum (2005-08). Former IMB Member HMP Downview (Chairman 1997-2000) and HMP Wandsworth. (Appointed August 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 Honour 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 Honour Judge Anthony Bate**

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

**His Honour John Beashel DL**

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

**His Honour Judge Martin Beddoe,**

Circuit Judge sitting in crime (2007 to date). Tutor Judge, Judicial Studies Board (2007 to date). Standing Counsel to HMRC (2005-2007). Crown Court Recorder (2002-07), in practice at the Bar (1980-2007). (Appointed March 2010)

**Dr David Bickerton**

Consultant psychiatrist. (Appointed September 2009)

**His Honour Judge Neil Bidder QC**

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

**His Honour Judge Peter Birts QC**

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

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

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

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

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

Senior Lecturer, University of Bolton. (Appointed July 2005, left September 2010)

**Nigel Bonson MA (Exon)**

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

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

Chartered and HPC Registered Forensic Psychologist in private practice. Former applied experience working in the Prison Service, NHS, Youth Justice and Private Sector. (Appointed July 2003) (Retired September 2010)

**His Honour 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) (Retired September 2010)

**His Honour Michael Brooke QC**

Retired Circuit Judge (2004-10). Deputy Circuit Judge (2010-present). Called to the Bar (1968). Appointed QC (1994). Assistant recorder, Crown Court (1997). Member, Restricted Patient Panel, Mental Health Review Tribunal (2002). (Appointed September 2009)

**His Honour Judge Mark Brown**

Circuit Judge, Liverpool Crown Court. (Appointed July 2003) (Retired September 2010)

**Dr Phil Brown MB, BS, MRCPsych**

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

**His Honour Judge Robert Brown**

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

**His Honour David Bryant**

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

**Laura Buckley**

Former 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. Member of Cambridgeshire, Essex, Norfolk and Suffolk Courts Board. (Appointed July 2006)

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

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

**His Honour Judge Colin Burn**

Circuit Judge. A Judge Advocate (2001-10) and recorder 2003. A barrister for 15 years. British Army Commissioned Officer (1986-1990). (Appointed July 2010)

**His Honour Michael Burr**

Retired Circuit Judge (2008). Circuit Judge at Swansea Crown Court (1992-2008). (Appointed August 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). Former Bench Legal Manager, HM Courts Service London. (Appointed September 2009)

**His Honour Judge Jeremy Carey**

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

**Margaret Carey MBE, JP**

Founder Director, Inside Out Trust. Chair, Board of Circles UK. (Appointed July 2003) (Retired September 2010)

**Paul Cavadino**

NACRO Chief Executive (2002-09) after joining the organisation in 1972. Chair of Penal Affairs Consortium (1989-2001). Chair of Alliance for Reducing Offending (2002-08). (Appointed August 2010)

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

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

**His Honour Frank Chapman**

Retired Senior Circuit Judge. Recorder of Birmingham (2007-09). Resident Judge at Wolverhampton (1997-2007). Assistant member of the Court of Appeal (Criminal Division 2003-09). (Appointed 2009)

**Dr Derek Chiswick MB, ChB, MPhil, FRCPsych**

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

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)

**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 Honour Judge Gerry Clifton**

Circuit Judge, Liverpool Combined Court & Central Criminal Court (1992). (Appointed July 2004) (Retired September 2010)

**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 Honour Judge Nick Coleman**

Circuit Judge at Huntingdon Law Courts (2009 to date). Resident Judge, Peterborough Combined Court (2001-09). (Appointed July 2004)

**His Honour Paul Collins CBE**

Senior Resident Judge at Central London Civil Justice Centre (2001-10). Designated Civil Judge for London Group of County Courts (2001-08). Senior Circuit Judge 2001. CBE 1999. Director of Studies Judicial Studies Board (1997-99). Circuit Judge 1992. (Appointed March 2010)

**Peter Coltman**

Former police officer and senior investigation officer before retiring as a divisional commander. Recently graduated with an MA in ethics. (Appointed August 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 Honour Judge Tom Corrie**

Circuit Judge (1994 to date). Barrister (1969-94). Experience of family, criminal and civil law. (Appointed September 2010)

**His Honour Judge Graham Cottle**

Circuit Judge (1993 to date). (Appointed July 2002, reappointed March 2010)

**Dr Paul Courtney MRC Psych**

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

**His Honour Gareth Cowling**

Retired Circuit Judge. Circuit Judge at Portsmouth Crown Court (2004-09). (Appointed July 2007)

**His Honour Tom Cracknell**

Retired Circuit Judge (2009). Designated Family Judge at Hull CCC (1994-2007). (Appointed 2009)  
Michael Crewe MA (Cantab), JP Magistrate. Business Adviser to Competition Commission. Formerly senior bank manager. Board member for learning disability charity and formerly for local Citizens Advice Bureau. (Appointed August 2010)

**His Honour John Crocker**

Crown Court Judge and Resident Judge at Isleworth and Guildford (1995 - 2010). Recorder (1990).  
Barrister - Crime (1973-95). Solicitor (1968-1973). (Appointed September 2010)

**Geoff Crowe BSc (Hons), MSc**

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

**Sue Dale**

Former investment banker. (Appointed July 2007)

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

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

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

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

**Sue Davies**

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

**His Honour Judge Simon Davis**

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

**His Honour Judge Paul Dodgson**

Circuit Judge, Southwark Crown Court (2001-08) and Kingston Crown Court (2008). (Appointed July 2003, reappointed October 2010).

**Victoria Doughty**

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

**Margaret Dunne**

A career at the Probation Service Trust (1975-2011). Retired as a Senior Probation Officer and MAPPA Chair. A specialist in substance misuse for ten years. (Appointed August 2010)

**Sir Stewart Eldon KCMG, OBE**

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

**Annalise Elliott BA (Hons), MSc**

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

**His Honour Fabyan Evans**

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

**Joanna Evans**

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

**Kim Evans OBE**

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

**Rick Evans**

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

**Simon Evans LLB**

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

**His Honour Judge Steven Everett**

Circuit Judge sitting in criminal cases (2007 to date). Barrister in criminal work (1989-2007). Solicitor in criminal defence and prosecutions (1981-89). (Appointed March 2010)

**Jane Everitt**

Fitness to practise member of General Medical Council. General Social Care Council and Nursing and Midwifery Council. Tribunal Member, first tier, Health and Social Care Chamber (2002 - ongoing) Solicitor (non-practising) since 1989. (Appointed August 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). Lay Member General Dental Council Fitness to Practise Panel. (Appointed July 2002, reappointed September 2009)

**His Honour Peter Fingret**

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

**Sue Finn**

NHS Regional Manager with National Treatment Agency for substance abuse (2002-09). Assistant Chief Probation (1995-2001). Probation Service since 1983. (Appointed August 2010)

**His Honour Judge Daniel Flahive**

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

**Sian Flynn**

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

**His Honour Paul Focke QC**

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

**Michael Fox**

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

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

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

**Diana Fulbrook OBE**

Chief Executive, Wiltshire Probation Trust. (Appointed September 2001, reappointed July 2007).

**Lucy Gampell OBE**

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

**His Honour Judge Bill Gaskell**

Called to Bar in 1970. In practice, crime, family and civil law. Appointed to circuit bench (1996). (Appointed August 2010)

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

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

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

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

**His Honour Judge Rodney Grant**

Circuit Judge (1995 to date). Barrister (1970-95). (Appointed September 2010)

**Kevin Green**

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

**Laura Green**

Barrister. (Appointed September 2009)

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

Circuit Judge (2007). Assistant Recorder (1992). Recorder (1997). Silk (2000). Assistant Boundary Commissioner (2000–07). ACAS Arbitrator (2007). FCI Arb (1992–2008). Chairman, ICC Drugs Appeal Tribunal and LTA Appeals Committee (2004-07). Legal Member, Sports Disputes Resolution Panel. Legal Member, Mental Health Review Tribunal. Author of "Law and the Business of Sport" (1998). (Appointed August 2009)

**His Honour David Griffiths**

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

**Ronno Griffiths-Pearson**

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

**Her Honour Judge Anna Guggenheim QC**

Circuit Judge sitting at Isleworth Crown Court and Central London County Court, 2006 to date. Appointed Recorder, South Eastern Circuit in 2002. Appointed QC in 2001. Practising barrister (1982-2005). (Appointed 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. Member IMB, HMP Wymott. (Appointed July 2006)

**Dr Roisin Hall C.Psychol, FBPsS**

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

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

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

**His Honour Tony Hammond**

Retired Circuit Judge (1986-2010). Recorder (1980). Barrister (1959-80) (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 Honour Judge David Harris**

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

**Peter Haynes**

Performance Advisor, Office of Criminal Justice Reform. (2003-06). Assistant Chief Officer, Sussex Probation Area (1992-2003). (Appointed July 2006)

**His Honour Judge Roderick Henderson**

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

**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 care. (Appointed September 2009)

**Debbie Hill**

Barrister at law. Senior Probation Officer, Hereford and Worcester Probation Service (1997-2000). District Team Manager, West Mercia Probation (1997-2005). (Appointed July 2003, reappointed September 2010)

**Her Honour Judge Estella Hindley QC**

Birmingham Crown and County Courts. (Appointed August 2005)

**His Honour David Hodson**

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

**His Honour Judge Paul Hoffman**

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

**John Holt**

Retired solicitor. Served 26 years as a prosecutor. Former Chief Crown Prosecutor for Merseyside (1999 – 2004) and Greater Manchester (2004 – 09). (Appointed September 2010)

**His Honour Judge Stephen Holt**

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

**Joanna Homewood CPsychol, MSc, BA**

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

**His Honour Judge Toby Hooper QC**

Circuit Judge (2007 to date). Queen's Counsel since 2000. Previously in practice as a barrister from 1973. Member, General Management Committee, Bar Council (2003-05). (Appointed March 2010)

**His Honour Judge Mark Horton**

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

**Jane Horwood QPM**

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

**Liz Housden**

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

**His Hon Judge Merfyn Hughes QC**

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

**Phillip Hughes**

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

**Beccy Hunt BA (Hons), MA Social Work**

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

**Dr Mike Isweran**

Consultant Forensic Psychiatrist, Community Forensic Services, Hertfordshire Partnership NHS Trust. Medical member, Tribunal Services for Mental Health. (Appointed August 2010)

**John Jackson**

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

**Pat Johnson**

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

**His Honour Geoffrey Kamil CBE**

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

**Her Honour Judge Louise Kamill**

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

**Mary Kane**

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

**Chitra Karve**

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

**Andrew Keen**

Solicitor. Legal Member of the Mental Health Review Tribunal. (Appointed July 2003) (Retired September 2010)



**His Honour Judge Roger Keen QC**

Barrister QC. Member of the Bar, formerly sat on disciplinary complaints panel. Member of MHR Tribunal (former). Circuit Judge. (Appointed March 2010)

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

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

**Sue Kesteven BA (Hons), DipCrim, DipFMH**

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

**Assia King**

Voluntary sector background working with a variety of social issue based organisations/charities. Member of Social Security and Employment Tribunal. (Appointed 1998, reappointed August 2010)

**Martin King JP, BA, DMS**

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

**Dr Sian Koppel**

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

**Mark Lacey**

Retired Detective Superintendent with Northamptonshire Police. (Appointed August 2010)

**Joanne Lackenby BSc (Hons), MSc, C Psychol**

BPS chartered and HPC registered Chartered Forensic Psychologist. Formerly worked for the prison service where she gained experience managing cognitive skills programmes, CSCP and one-to-one work. NHS employed in community forensic team and MAPPA Level 3 advisor. (Appointed August 2010)

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

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

**His Honour Judge Timothy Lawrence**

Solicitor (1967). Circuit Judge (1986-2006). Legal Member, Mental Health Review Tribunals (1988). President, Industrial Tribunals for England & Wales (1991-97). Vice-Chairman, Advisory Committee on Conscientious Objectors (2000). (Appointed 1998, reappointed August 2005)

**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 to date). Former senior manager housing care and support services (2005-10). Former Assistant Chief Probation Officer (London) (1990-2004). (Appointed March 2010)

**His Honour Crawford Lindsay QC**

Retired Circuit Judge. (Appointed July 2008)

**Robin Lipscombe JP**

Magistrate. 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) (Retired September 2010)



**Rachael Loveridge**

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

**His Honour 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, left June 2010)

**His Honour Judge Charles Macdonald QC**

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

**His Honour Judge Kerry Macgill**

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

**His Honour Mr Justice Colin Mackay**

High Court Judge. (Appointed July 2005)

**Rob Mandley MSc, MA**

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

**Bill Mayne**

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

**Bryan McAlley**

Retired Prison Governor and Head of Prison Service Staff Care & Welfare Service (1986-2009). Immigration officer (1979-86). Social worker and mental welfare officer (1974-79). (Appointed August 2010)

**Brenda McAll-Kersting BSc, MSc, ALCM**

Management and communications consultant. Deputy Chair and NED, Buckinghamshire Healthcare NHS Trust. Lay Assessor for NHS National Clinical Assessment Service. NED Tergo HR. Formerly senior manager in large corporates - financial services and communications. (Appointed September 2009)

**His Honour Judge Bruce McIntyre**

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

**Professor Christopher McWilliam**

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

**Dr Rafiq Memon MB ChB, MRCPsych, LLM**

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

**His Honour 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)

**Tom Millest**

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

**His Honour Judge Clive Million**

Circuit Judge (2009 to date). Recorder (1995-2009). District Judge of Principal Registry, Family Division, High Court (1993-2009). Barrister (1975-93). (Appointed September 2010)

**His Honour Judge John Milmo QC**

Circuit Judge. (Appointed July 2005) (Reappointed December 2010)

**Andrew Mimmack**

Barrister (Non-practising). Former justices' clerk (President – Justices' Clerks' Society 2004/05). Member – Criminal Procedure Rules Committee (2004-08). 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 Honour Judge Tony Mitchell**

Circuit Judge. (Appointed to Board 2010)

**His Honour Judge David Mole QC**

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

**Her Honour Judge Anne Molyneux**

Circuit Judge and designated community relations and diversity Judge at the Crown Court at Isleworth (2007 to date). Formerly a partner in an international law firm. Became a solicitor in 1983 and a Recorder in 2000. (Appointed 2003, reappointed March 2010)

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

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

**Judge David Morris**

Called to Bar, Lincoln's Inn (1966). Appointed deputy circuit judge (1978). Recorder (1982). Head of Chambers in Cardiff (1984-94). Appointed Circuit Judge (1994). Bencher at Lincoln's Inn (1999). (Appointed August 2010)

**His Honour Ronald Moss**

Retired in 2009 but still sits as a Deputy Circuit Judge. Appointed as a Metropolitan Stipendiary Magistrate (1984-93); Circuit Judge at Luton Crown Court (1993-2005) (Resident Judge 2001-2005) and then Harrow Crown Court (2005-09). (Appointed July 2006)

**Michael Mulvany**

Independent Training and 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)

**Steve Murphy CBE FRSA**

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

**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) (Retired September 2010)

**Dr John O'Grady MB, B.Ch, FRC Psych**

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

**Glyn Oldfield**

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

**His Honour Judge Robin Onions**

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

**His Honour Richard O'Rorke**

Circuit Judge (1994 to date). Formerly worked as a barrister. Served on the Mental Health Review Tribunal's restricted patients panel since 2009. (Appointed September 2010)

**Tanya Ossack**

Barrister. Formerly Government Information Officer. (Appointed July 2003) (Retired September 2010)

**His Honour Judge Michael O'Sullivan**

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

**His Honour Judge Tudor Owen**

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

**Sarah Page**

Barrister. Head of Legal Services for the Nursing and Midwifery Council. (Appointed in July 2003) (Retired September 2010)

**Judge Alan Pardoe QC**

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

**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) (Retired September 2010)

**Freda Parker-Leehane**

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

**Barbara Parn BSc (Hons), CQSW, MSc, DMS**

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

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

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

**Steve Pepper MA, BA (Hons)**

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

**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)

**Jenny Portway**

Solicitor. Senior Prosecutor with Crown Prosecution Service (CPS) for many years. Head of Victim and Witness Care Delivery within CPS and Senior Policy Advisor. (Appointed August 2010)

**Bernard Postles QPM, BSc (Hons)**

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

**Sue Power**

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

**His Honour Judge Stephen Powles QC**

Mediator appointed to Circuit Bench December 2005. (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 (2002). (Appointed September 1999, reappointed July 2005)

**His Honour Judge David Pugsley**

Circuit Judge (1992 to date). Barrister (1968-85), Chair of Employment Tribunal (1985-92). (Appointed March 2010)

**Dr Andrew Purkis OBE**

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

**Emma Pusill BA (Hons)**

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

**Tony Raban MA, MBA**

Former Chief Probation Officer Leicestershire & Rutland (1995-2001). Regional Probation Manager East Midlands (2001-06). (Appointed July 2005)

**Alan Rayner BSc, MBA, JP**

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

**Colin Reeve, JP**

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

**His Honour Martin Reynolds**

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

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

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

**His Honour Judge Philip Richards**

Circuit Judge (2001 to date). Recorder (2000-01). Assistant Recorder (1995-2000). (Appointed September 2010)

**His Honour Judge Gordon Risius, CB**

Circuit Judge since 2003, currently Resident Judge, Oxford Crown Court. Solicitor (1972), served Army Legal Services (1973-2002) (as Director, 1997-2002). Vice-President, Immigration Appeals Tribunal (2003-05). (Appointed August 2010)

**His Honour Judge Stephen Robbins**

Circuit Judge (1994 to date). Barrister (1972-94). Mental Health Review Tribunal (1995 to date). A former member of the Parole Board. (Appointed September 2010)

**His Honour 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**

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

**His Honour Mervyn Roberts**

Retired Circuit Judge. Member Criminal Injuries Compensation Board (1996-99). (Appointed July 2002, reappointed September 2009)

**His Honour Patrick Edward Robertshaw**

Retired Circuit Judge (1994-2010). Crown Court and County Court Recorder (1989-94). Assistant Recorder (1984). Called to the Bar in 1968. (Appointed March 2010)

**Jennifer Rogers**

Lay member on Mental Health Tribunal (1994 to date). Member of Police Complaints Authority (2001-03). Mental Health Act Commissioner (1992-2001). (Appointed August 2010)

**His Honour Judge John Rogers**

Circuit Judge (1998-2010). Member of Mental Health Review Tribunal (1983-2000). Queen's Counsel (1979-98). Barrister (1963-79). (Appointed March 2010)

**His Honour Judge Peter Ross**

Circuit Judge, appointed 2004. Admitted as a Solicitor 1980, called to the Bar 2000. Senior member of the Crown Prosecution Service until 1996 and Director of the Office for the Supervision of Solicitors (1996-99). (Appointed August 2010)

**Sally Rowen, LLB (Hons), MSc**

Attorney at law, specialising in death penalty defence. Case Review Manager, Criminal Cases Review Commission (2004-09). Former Legal Director at Reprieve, a human rights charity. (Appointed August 2010)

**His Honour John Rubery**

Retired Circuit Judge. County Court and District Registrar, then District Judge (1978-85), Circuit Judge (1985-2010), Designated Civil Judge (1999-2010). Judge of St Helena Court of Appeal (1997 to date), Justice of Appeal Falklands Islands, British Indian Ocean Territories and British Antarctic Territory. Former part-time Chairman Immigration Appeal Tribunal and part-time Chairman Mental Health Tribunal. Solicitor 1963-1978. (Appointed August 2010)

**His Honour Judge Anthony Rumbelow QC BA (Cantab)**

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

**Deep Sagar**

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

**Peter Sampson**

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

**His Honour 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 Secure Mental Health Services. Second Opinion Appointed Doctor with the Care Quality Commission. Medical Member of First Tier Tribunal (Mental Health). Member of the Board of Examiners of the Royal College of Psychiatrists. (Appointed July 2008)

**Jean Sewell**

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

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

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

**His Honour Judge Francis Sheridan**

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

**His Honour Sir Mota Singh QC**

Judge. Appointed (2009)

**His Honour Edward Slinger**

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

**Susan Smith**

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

**His Honour Leslie Spittle**

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

**His Honour Judge Martin Stephens QC, MA (Oxon)**

Senior Circuit Judge at Old Bailey (1999 to date). Judicial Studies Board, Course Director (1997-2001), Circuit Judge (1986). Recorder (1979-86). Parole Board member (1995-2001). (Appointed September 2010)



**Alison Stone**

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

**Nigel Stone**

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

**Jennie Sugden**

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

**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) (Retired September 2010)

**His Honour Judge Jamie Tabor**

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

**Kay Terry**

Former Victim Support and Witness Service Consultant. Former Social Policy Researcher and Author, University of Bath. Former Board Member, Wiltshire Probation Service. (Appointed July 2002, reappointed August 2010)

**Elana Tessler**

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

**Tony Thake JP**

Local community leader and magistrate. Independent consultant in substance misuse, mental health and public health. Currently conducting postgraduate research in criminology. (Appointed July 2005)

**Jo Thompson**

Former Head of Quality Unit at Parole Board. Assistant Chief Probation Officer from Nottinghamshire to the Home Office in 2003. Developed policy and practice on the public protection sentences and recall provisions in the CJA 2003. (Appointed August 2010)

**Rosemary Thompson MA, LL.M, LPC**

Lawyer for the Crown Prosecution Service. Hate Crime and Mental Health Lead in the CPS West Midlands. (Appointed 2010)



**His Honour Anthony Thorpe**

Retired Resident Judge, Chichester Crown Court (2000-08). Circuit Judge (appointed 1990). Former President, Independent Appeals Tribunal (1992-94). Former Captain, Royal Navy (1959-90). (Appointed July 2008) (Retired September 2010)

**His Honour Charles Tilling**

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

**Helen Trinder**

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

**James Tucker**

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

**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. As from 1 October 2010 Auditor General for Wales (Appointed July 2005)

**His Honour Leon Viljoen**

Retired Circuit Judge. (Appointed September 1997, reappointed July 2005) (Left May 2010)

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

Consultant Clinical Forensic Psychologist. (Appointed July 2003)

**His Honour Judge James Wadsworth**

Circuit Judge based at Crown Court at Southwark. Judicial Member of Mental Health Review 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 BA (Hons) and Diploma in Marketing**

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

**Dr Mary Walsh**

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

**Helen Ward**

A trainee Psychological Wellbeing Practitioner within the NHS treatment programme "Improving Access to Psychological Treatments". Former Senior Probation Officer, Lancashire and Enforcement Implementation Manager in the National Probation Directorate. Retired from probation Service in 2009. (Appointed July 2003) (Retired September 2010)

**His Honour Judge Philip Wassall**

Circuit Judge, Devon and Cornwall. (Appointed August 2010)

**His Honour Judge Nicholas Webb**

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

**Helen West**

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

**Alan Whiffin**

Former Chief Probation Officer, Bucks and Oxfordshire. (Appointed July 1999, re-appointed July 2010)

**Denise White**

Chief Probation Officer, Derbyshire. (Appointed July 2006)

**His Honour Judge Graham White**

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

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

Consultant Forensic Psychiatrist, Hatherton Centre, Stafford. Clinical Lecturer, Keele Medical School. Visiting lecturer, Coventry University. (Appointed July 2008)

**His Honour 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 Legal Director, Rural Payments Agency. Visiting lecturer in contract law and statutory interpretation. (Appointed September 2009)

**Patricia Williamson CIPD**

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

**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. Former Non-Executive Director, United Leeds Hospitals NHS Trust. (Appointed July 2005)

**His Honour Judge Scott Wolstenholme**

Circuit Judge. Judicial Studies Board tutor judge (1995 to date) Chairman, Industrial Tribunals (1992-95). (Appointed September 2010)

**His Honour Judge Paul Worsley QC**

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

## Management Board

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

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

**Linda Lennon** (Chief Executive)

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

**Chitra Karve** (Director of Performance and Development)

**Graham Bull** (Non-executive member)

**John Chandler** (Non-executive member)

**Andrew Purkis** (Non-executive member)

**Sian Flynn** (Non executive member from 30 March 2011)

**Cedric Pierce** (Ex-officio member)

**Alison Stone** (Non-executive member until 31 March 2011)

**Diana Fulbrook** (Non-executive member until 27 January 2011)

**Robin Lipscombe** (Non-executive member until 30 September 2010)

**Huw Vaughan-Thomas** (Ex-officio member until 30 September 2010)

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



information & publishing solutions

**Published by TSO (The Stationery Office) and available from:**

**Online**

[www.tsoshop.co.uk](http://www.tsoshop.co.uk)

**Mail, Telephone Fax & E-Mail**

TSO

PO Box 29, Norwich, NR3 1GN

**Telephone orders/General enquiries:** 0870 600 5522

**Order through the Parliamentary Hotline Lo-Call:** 0845 7 023474

**Fax orders:** 0870 600 5533

**E-mail:** [customer.services@tso.co.uk](mailto:customer.services@tso.co.uk)

**Textphone:** 0870 240 3701

**The Parliamentary Bookshop**

12 Bridge Street, Parliament Square,  
London SW1A 2JX

**Telephone orders/ General enquiries:** 020 7219 3890

**Fax orders:** 020 7219 3866

**Email:** [bookshop@parliament.uk](mailto:bookshop@parliament.uk)

**Internet:** <http://www.bookshop.parliament.uk>

**TSO@Blackwell and other accredited agents**

**Customers can also order publications from:**

TSO Ireland

16 Arthur Street, Belfast BT1 4GD

**Telephone orders/general enquiries:** 028 9023 8451

**Fax orders:** 028 9023 5401

ISBN 978-0-10-297267-2



9 780102 972672