



INVESTOR IN PEOPLE

the  
Parole  
Board

working with others  
to protect the public

the Parole Board  
for England and Wales  
Annual Report and Accounts  
2007/08



# **Annual Report and Accounts of the Parole Board for England and Wales 2007/08**

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

**Ordered by the House of Commons  
to be printed 21 July 2008**

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## Mission Statement

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

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Sir Duncan Nichol, CBE, Chairman

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

the  
Parole  
Board

working with others  
to protect the public

7 July 2008

Dear Justice Secretary

I have pleasure in presenting to you the Parole Board's Annual Report and Accounts for 2007/08.

The report records the work carried out by the Board last year to maintain its high standards of risk assessment during a year in which we faced continued changes to and increases in workload as well as a formal move of sponsorship to the Ministry of Justice.

The coming year promises further changes to our workload and sponsorship arrangements, but 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 and I would like to draw your attention to the close control we have maintained once again in the face of a continued increase in workload.

Yours sincerely



Sir Duncan Nichol, CBE  
Chairman



## Key Statistics

# 31,172

The number of cases considered during the year.

This compared with 25,436 in 2006/07, up by 22%.

This significant increase in overall volume is entirely down to additional recall cases referred to the Board. Resource intensive three member oral hearings have also risen by an extra 241 cases.

# 7,594

The number of Determinate Sentence cases considered by paper panels during the year.

This compared with 7,857 in 2006/07, down almost 4%.

The number of DCRs continues to fall as these sentences are phased out under the 2003 Criminal Justice Act. However, there was a rise in EPP cases to 1,269 and a further 313 deport cases.

# 2,531

The number of oral hearings that took place during the year.

This compared with 2,505 in 2006/07, up by 1%.

This continues the rising trend in the number of such hearings, which is increasingly turning the Board into a tribunal or court based organisation with responsibility for dealing with the most serious and dangerous offenders. Although lifer cases have remained at the same level there has been a substantial increase from 74 in 2006/07 to 253 IPP cases this year considered by the Board.

# 19,060

The number of recall cases considered during the year.

This compared with 14,669 in 2006/07, up 30%. Following the introduction by the Board of single member recall panels this year, 64% of these cases were considered by such panels, saving the Board £200,000.

# 35.9%

The percentage of DCR cases where parole was granted.

This has barely changed from the 35.8% release rate in 2006/07. However, it is down from 49.4% in 2005/06.

The lower release rate appears to continue the trend in the last couple of years of a more cautious approach by panels to recommending release.

# 231

The number of Determinate Sentence prisoners recalled from parole during the year following an allegation of a further offence.

This figure has fallen from 246 in 2006/07. Out of an average of 3,390 such prisoners on parole during the year this is a recall rate of 6.8%, which compares to a recall rate of 5.7% for 2006/07.

# 15%

The percentage of life sentence cases considered by oral hearing where life licence was granted.

This is unchanged from the release rate of 15% in 2006/07. However, it is down from 23% in 2005/06. The release rate for IPP prisoners is even lower at 8%, compared with 7% for 2006/07. This reflects the fact that all IPP prisoners currently coming before the Board have relatively short tariffs.

# 114

The number of prisoners on life licence who were recalled during the year.

This is out of a total of 1,751 life sentence prisoners under active supervision in the community during the year, or 6.5%. This is a fall from the figure for 2006/07 of 178 recalls out of 1,622 prisoners in the community, or 10.8%.



# 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 public 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 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 Sentences

These include life sentence prisoners (mandatory life, discretionary life and automatic life sentence prisoners and Her Majesty's Pleasure detainees) and prisoners given Indeterminate Sentences for Public Protection (IPP). The Parole Board also considers whether prisoners are safe to release into the community once they have completed their tariff (the minimum time they must spend in prison) and also whether the Secretary of State (SofS) is justified in recalling them to prison for a breach of their life licence conditions (the rules which they must observe upon release) and whether they are safe to release following recall.

## Determinate Sentences

These include Discretionary Conditional Release (DCR) prisoners serving more than four 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 SofS following recall to prison for a breach of their parole licence conditions. The Board considers whether the recall was appropriate and whether the prisoner is safe to re-release into the community.

The Parole Board aims to make risk assessments which are rigorous, fair and timely with the primary aim of protecting the public.



Find out more by visiting  
[www.paroleboard.gov.uk/abouttheparoleboard](http://www.paroleboard.gov.uk/abouttheparoleboard)

## About the Parole Board (continued)

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

The Parole Board holds two types of hearing:

#### Oral hearings

These normally take place in prison. They will usually be chaired by a judge, but in some cases by a legally qualified or experienced Parole Board member. Where the circumstances of the case warrant it the panel will include a psychologist or psychiatrist. The third person will be an independent, probation or criminologist 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 both the SofS and the victim, and witnesses such as the prisoners probation officer and prison psychologist. The victim, or a family representative, 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.

#### Paper hearings

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

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

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

Oral hearings are used to consider the majority of cases where an Indeterminate Sentence prisoner is applying for release.



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







# Review of the Year

A report on events that took place during the year and their implications for the work of the Board.

## Chairman's Foreword

“Changing landscapes, consistent decisions” was the title given to our Annual Conference held in April 2008. This theme summed up very well our achievements in 2007/08 as well as our aspirations for 2008/09.



**Sir Duncan Nichol CBE**  
Chairman

The past year has been one in which the long-running debate about the position, role and independence of the Parole Board has finally come to a head with some important legal judgments and a change in the sponsorship arrangements for the Board. The coming year is likely to see these changes come to full fruition.

### Changing landscapes

A number of legal judgments during the course of the year, including *Johnson*, *Hindawi* and most recently *Black*, have progressively reduced the Secretary of State's role, while passing increasing responsibility to the Parole Board. The Parole Board is now routinely being described as a court in legal judgments.

Of more import to the position of the Board than all of these, however, was the judgment in the case of *Brooke*. In this case the Court of Appeal upheld a ruling that the then current sponsorship arrangements for the Parole Board did not sufficiently demonstrate its objective independence of the Secretary of State as required by both English Common Law and Article 5(4) of the ECHR.

The Ministry of Justice is still considering their full response to this judgment, although they have decided not to appeal. But they have already moved the sponsorship of the Board to the Access to Justice Group at the Ministry and Ministers are now deciding how to ensure that the Board is sufficiently independent of

government in line with the terms of the judgment.

Last year I highlighted that one of the key challenges facing us as a Board was how to respond effectively to the implications of indeterminate public protection sentences, especially where the tariff was a very short one. These cases are now fully upon us with 250 IPP oral hearings held in 2007/08 and up to 1,000 projected for 2008/09. Measures were included in the Criminal Justice and Immigration Act 2008 to ensure that IPP sentences can only be handed down where the offence merits a minimum tariff of two years.

I am concerned by the difficulty we have experienced this year in reducing the number of deferred oral hearings, with the consequent waste of public money and scarce judicial resources. The National Audit Office rightly highlighted the main cause of this problem as being the timeliness and completeness of dossiers. They also proposed a solution, which I welcome, of introducing a whole system target for the timely holding of oral hearings. For its part the Board is making significant investment in Intensive Case Management to improve operational efficiency and quality. A similar investment is required from the Prison and Probation services in improving their performance in the preparation of dossiers.

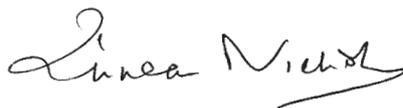
### Consistent decisions

Maintaining consistently high quality risk assessment remains our top priority and we continued to focus on this during the year with the implementation of our progressive plans for member development and accreditation.

We also completed the introduction of a system of ICM to fully support Board members in their deliberations especially in the cases of sexual and violent offenders that pose particular difficulties for risk assessment. The new arrangements should ensure that members are not faced with a late or incomplete dossier and can meet face-to-face with offenders wherever we feel that it would assist in a robust risk assessment process.

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

The last 12 months have seen many changes for the Board and the next 12 months promise even more as we seek to find an appropriate final landing place for the Board. It may be that this is a court or tribunal which will reinforce its independence and its place at the centre of public protection.



**Sir Duncan Nichol CBE**  
Chairman

30 June 2008

# 250

IPP oral hearings held in 2007/08

up to 1,000 projected for 2008/09

The past year has been one in which the long-running debate about the position, role and independence of the Parole Board has finally come to a head with some important legal judgments and a change in the sponsorship arrangements for the Board.



Find out more by visiting  
[www.paroleboard.gov.uk/news](http://www.paroleboard.gov.uk/news)

## Chief Executive's Review of the Year

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

### Record workload

Last year was another record one for the Board in terms of workload, with a small increase in oral hearings and significant one in recall cases. Oral hearings increased by 1% from 2,505 in 2006/07 to 2,531 in 2007/08 with lifer cases remaining stable and a rise in IPP cases compensating for a reduction in *Smith and West* oral hearing reviews following the introduction of a sift process to cut down on unnecessary oral hearings. The number of recalls dealt with by the Board again increased significantly in 2007/08 to 19,060. This was a significant 30% increase on 2006/07.

This year is likely to represent the high water mark for the overall number of cases handled by the Board with DCR cases projected to fall again next year as the changes brought in the Criminal Justice Act 2003 continue to work their way through the system. Legislative changes recently

enacted in the Criminal Justice and Immigration Act 2008 will reduce the number of extended sentence and 1991 Act cases referred to the Board in the future and may also reduce the number of recalls.

### Performance

A detailed report on the Board's performance against business plan targets for 2007/08 is given on pages 42 to 48. Our headline performance in specific work areas is as follows:

#### Lifer/IPP oral hearings work –

We exceeded the target for sending initial notifications 130 days in advance of hearings in 90% of cases, achieving this in 98% of cases. We took steps to reduce the number of deferred oral hearings from 22% in 2006/07 to 15% in 2007/08, although this was short of the ambitious target of 10% set in the business plan.



**Christine Glenn**  
Chief Executive

**Paper panel work** – We fell short of the target for considering 95% of re-panelled DCR cases within 25 working days, achieving 74%. We also fell short of the target for considering 90% of recall cases within six days, achieving 84%. However, by the end of the year our performance had improved and we were achieving close to 100% in both these areas. We did exceed the target for reducing DCR paper panel deferrals to 10% of panels, achieving a reduction to 7%.

**Smith and West oral hearings work** – We fell short of the target for holding 70% of oral hearings within the allotted timescale, achieving this in only 55% of cases. We took steps to reduce the number of deferred *Smith and West* oral hearings, achieving a reduction to 17%, although this was short of the target of 10%.

**Post panel work** – We exceeded the target for taking action to insert licence conditions or suspend parole within 20 working days in 95% of cases, achieving this in 100% of cases. We only just missed the target for responding to complaints from prisoners and correspondence within 20 working in 95% of cases days, achieving this in 94% of cases.

2007/08 was another difficult year in terms of managing our caseload and we struggled in the area of recalls and deferrals in particular because of a lack of specialist member resources and because of some casework backlogs that took place outside of our control.

The introduction of our Intensive Case Management system in January caused some disruption, but it was a considerable achievement for us that is already starting to pay significant dividends in terms of speeding up case progression and reducing deferrals.

I am disappointed that it has not been possible to implement agreed changes to the Parole Board Rules during the year. Discussions on these Rules have been taking place since 2006 and the lack of progress means that the single member arrangements for *Smith and West* oral hearings have still not been regularised. It also limits our flexibility in dealing with our casework and means that we have to hold some unnecessary hearings which is wasteful of resources. I hope that early progress will be made to implement these changes.

### A public protection court

A succession of court decisions makes it clear that the nature of the Board has now moved decisively from being an executive body making administrative decisions on the papers to being a court, making decisions in the cases of the most dangerous offenders, normally at an oral hearing. This change, coupled with legislative changes to the work, is likely to have major implications for both the number and the type of members that the Board will need, with a growing requirement for judicial, psychiatrist and psychologist members in particular.

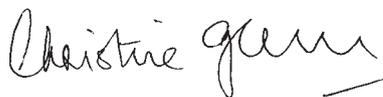
The milestone judgment in the *Brooke* case in the Court of Appeal has already led to some changes in the sponsorship arrangements for the Board, with our move to the Access to Justice Group within the Ministry of Justice to join the Courts and Tribunals services. Further changes lie ahead as Ministers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

Last year was another record one for the Board in terms of workload, with a small increase in oral hearings and significant one in recall cases.

## Chief Executive's Review of the Year (continued)

I want to end by paying tribute to Sir Duncan Nichol, who is stepping down as Chairman of the Parole Board to take up a new role as non-executive Chairman of HM Courts Service. Sir Duncan has led the Board through some momentous changes since he took up his post in 2004, but his mantra has been a consistent one, that maintaining the highest quality of decision making is the best way to offer both fair treatment for prisoners and protection for the public.

As the Parole Board evolves towards what some may see as its natural destination of becoming a parole or public protection court it might be that we shall at some point be joining Sir Duncan at HM Courts Service.



**Christine Glenn**  
Chief Executive

30 June 2008

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



# 30%

Increase in recalls

19,060 in 2007/08 (2,505 in 2006/07)

# Diary of the Year 2007/08

## 2007

### April

The Annual Conference, held at the Latimer Place Conference Centre in Hertfordshire, is attended by the newly appointed and first ever Secretary of State for Justice, Lord Falconer. He welcomes the Parole Board to the new Ministry of Justice.

The Annual Lecture, held jointly with the Conference, is delivered by campaigner and journalist Bob Woffinden and is a provocative discourse on the subject of miscarriages of justice.

A full day workshop is held with Chief Probation Officers at Grenadier House, hosted jointly by the Board and NOMS. A real sense of working together to solve shared problems is in evidence from participants.

### May

The Ministry of Justice publishes a penal policy paper proposing, amongst other things, the introduction of fixed term recalls for 28 days for non-dangerous prisoners. This new approach may reduce the number of recalls that the Board deals with.

Mr Justice Collins in the Queen's Bench Division finds against the Board in the case of *Cooper* – a "delay" case where the Board's 55 day target for hearing lifer recall cases was criticised. The Court decides that while the definition of "speedy" will vary from case to case depending on the circumstances in the majority, 55 days is unlikely to be warranted.

The Court of Appeal confirms, in the case of *Johnson* that Article 5(4) is engaged at the half way stage of a Determinate Sentence for those sentenced under the discretionary conditional release scheme, at least in so far as timeliness of the parole review is concerned.

For the first time panels consider Determinate Sentence deport cases following the decision by the SofS to refer such cases to the Board in the light of the *Hindawi* judgment.

### June

The Board uses its own video conferencing facilities at Grenadier House for the first time. The prisoner joins the oral hearing by video link from HMP Doncaster and the Secretary of State's representative from a magistrate's court.

The Board receives the sad news of the death of Sir David Hatch CBE, Chairman of the Parole Board from 2000 to 2004. The Board decides to rename the Annual Lecture the Sir David Hatch Memorial Lecture in tribute.

### July

The Chief Executive, Christine Glenn, gives evidence on behalf of the Board to the Constitutional Affairs Select Committee. The evidence focuses on the subject of sentencing policy and impact of Indeterminate Sentences for public protection on the work of the Board.

On the same day the Chairman, Sir Duncan Nichol, speaks to the All Party Parliamentary Group on Penal Affairs about the work of the Board. He concentrates on the Board's constitutional position, release and recall rates and deferrals.

## Diary of the Year 2007/08 (continued)

### August

Induction training takes place at the Ashridge Conference Centre for the 28 new members appointed to the Board in July 2007. The intensive training programme includes a mixture of mock panels and oral hearings, with speakers on subjects such as offending behaviour programmes and specialist risk assessment.

### September

The Court of Appeal confirms, in the case of *Gulliver*, that when dealing with a licensee recalled to prison, the Board is not restricted to considering the circumstances that led to the Secretary of State's decision to revoke the licence. The Board is entitled to consider other matters and may look at the wider issue of risk of further offending.

The Board holds its first ever Desktop Exercise to test its new Business Continuity Plan. The exercise tests what the Board would do if Grenadier House were to be put out of action by a catastrophic event. The answer is to temporarily relocate to Croydon.

### October

The issue of the independence of the Board is brought to a head by a judgment in the High Court in the case of *Brooke and others*. The Court rules that the present arrangements for the Board do not sufficiently demonstrate its independence of the Secretary of State as required by common law and the ECHR. The Ministry of Justice appeals against the decision.

### November

This year saw the introduction of the facility for victims or their families to appear at Parole Board oral hearings in order to deliver victim personal statements to the panel. The first ever delivery of such a victim personal statement, by the mother of a 15-year-old murder victim, takes place at HMP Lindholme.

The Board's Annual Report is published showing a marked decrease in the release rate for both lifer and DCR prisoners. The release rate for lifers fell from 23% to 15% and the release rate for DCR prisoners fell from 49.4% to 35.8% in 2006/07.

The Management Board agrees a joint project with Operation Black Vote to develop a civic leadership programme which aims to encourage more black and minority ethnic members to join the Board.

### December

The Court of Appeal decides that it need not make a ruling in the case of extended sentence for public protection prisoner *O'Connell*, who is claiming that the test for release should be one of serious harm, similar to the "life and limb" test applicable to lifer cases, since the panel that refused early release had applied such a test anyway. The case is heading to the House of Lords after an appeal by the Secretary of State.

## 2008

### January

The inaugural Sir David Hatch Memorial Lecture takes place at One Whitehall Place, with the new Justice Secretary and Lord Chancellor, Jack Straw, as the speaker. Jack Straw pledges to ensure that the Board continues to be free and able to make unfettered decisions on individual cases.

The new Intensive Case Management system is now in full operation and January is the first month in which the majority of cases are being heard through the ICM process. The new early sift and directions process aims to ensure that panels are provided with all the information that they need at the right time.

The Board hosts a joint seminar at Grenadier House with Bruce Kent from Progressing Prisoners Maintaining Innocence on the subject of prisoners who maintain their innocence. Dr Michael Naughton also addresses the seminar and there is a real meeting of minds on many of the issues surrounding this difficult subject.

### February

The Court of Appeal rejects the Secretary of State's appeal in the case of *Brooke and others*. The Lord Chief Justice says that the High Court's findings on the Board's lack of independence, both actual and perceived, were justified. The Ministry of Justice decides not to appeal further. The same Court of Appeal also rejects the SofS's appeal in the case of *Walker and James*, two tariff expired prisoners serving IPP sentences.

They successfully claimed that where the SofS had failed to provide them with courses to enable them to demonstrate to the Board that the risk they presented to the public was acceptable for release then continued detention was unlawful.

The Board successfully sought a ruling from the Court of Appeal that any such decision about unlawfulness of detention would not impinge on the statutory duty not to direct release unless satisfied that the risk to the public is sufficiently reduced.

The newly redesigned Parole Board website goes live after a special preview for Justice Secretary, Jack Straw, who is very enthusiastic about it. The new site racks up a 49% increase in hits in its first month and a 127% increase in page views.

## March

The National Audit Office publishes its report into the work of the Parole Board. The report expresses concern about the quality and timeliness of dossiers provided to the Board and calls for a service wide target to be set by the Ministry of Justice.

Parliamentary Under Secretary of State, Maria Eagle MP, who has responsibility for prisons, probation and sentencing policy, visits Grenadier House. The Minister meets Chief Executive Christine Glenn and other staff and sits in on a DCR paper panel.

The Board completed the fast track training of independent members to undertake oral hearings.



## The Changing Landscape

A number of factors have combined to make the last year one in which the Parole Board found the landscape around it changing quite dramatically. Court judgments, proposed changes in legislation and a new political tone have combined to produce a situation in which the Board has not only seen a huge amount of change but faces even more potential change in the future.

### Political tone

The year started with much upheaval on the political front, as the Board moved from the oversight of the then Home Secretary, John Reid, to a warm welcome from the newly appointed Secretary of State for Justice, Lord Falconer. No sooner had Lord Falconer promised the Annual Conference that he was fully committed to preserving the independence of the judicial processes of the Board than he was succeeded as Secretary of State and Lord Chancellor by Jack Straw.

The messenger had changed but the message in this case was the same and Jack Straw also gave his full support to a stable and better defined arm's-length relationship between the government and the Parole Board. He also pledged to ensure that the Board continued to be free and able to make unfettered decisions on individual cases and in particular indicated that he would expect to waive his right as Secretary of State to reject Parole Board recommendations for open conditions unless he had serious concerns about them.

### Legal judgments

Moving in the same direction, a number of legal judgments during the course of the year, including *Johnson, Hindawi* and most recently *Black*, progressively reduced the Secretary of State's role, while passing increasing responsibility to the Parole Board. The Parole Board was now routinely being described as a court in legal judgments.

Of more import to the position of the Board than these, however, was the judgment in the case of *Brooke*. In this case the Court of Appeal upheld a ruling that the then current sponsorship arrangements for the Parole Board did not sufficiently demonstrate its objective independence of the Secretary of State as required by both English Common Law and Article 5(4) of the ECHR.

The Ministry of Justice is still considering their full response to this judgment, although they have decided not to appeal. But they have already moved quickly to transfer the sponsorship of the Board from NOMS to the Access to Justice Group at the Ministry and Ministers are now deciding how to ensure that the Board is sufficiently independent of government in line with the terms of the judgment.

Court judgments, proposed changes in legislation and a new political tone have combined to produce a situation in which the Board has not only seen a huge amount of change but faces even more potential change in the future.

The nature of the Board has now moved decisively from being an executive body making administrative decisions on the papers to being a court, making decisions in the cases of the most dangerous offenders, normally at an oral hearing. As the Parole Board evolves towards its natural destination of becoming a parole or public protection court it is likely that the Board will end up as part of either HM Courts Service, or the Tribunals Service, both co-located with the Board in the Access to Justice Group at the Ministry of Justice.

### **Criminal Justice and Immigration Act 2008**

The Criminal Justice and Immigration Act 2008, which received Royal Assent on 8 May 2008, has a number of sections in it which will have a significant impact on the work of the Board.

One of the key challenges facing the Board last year was how to respond effectively to the implications of indeterminate public protection sentences, especially where the tariff was a very short one. The number of these cases was starting to build up, each potentially with the need for an oral hearing, and many of the prisoners had not had the time or opportunity to provide evidence of how their risk of re-offending had been reduced whilst inside prison.

Parliament has now acted partially to address this problem and has legislated to ensure that IPP sentences can only be handed down where the offence merits a minimum tariff of two years. So reducing their numbers and restoring the original intention of targeting the use of IPPs to serious offenders.

Also contained within the Act is a section that introduces fixed term recalls for 28 days for certain offenders and the provision for the Secretary of State to release other offenders within 28 days of return to custody if they meet set criteria, without consideration by the Board.

Recalled offenders who have not been re-released by the SofS before 28 days and all extended sentence recalls will be referred to the Board. The right to make representations against recall to the Parole Board will remain in place. The intention is to cut significantly the number of recalls that the Board deals with, but it is unclear to what extent the numbers will actually decrease.

The Act contains changes to extended sentences so that offenders sentenced after implementation of the Act are released automatically halfway through their custodial period, but left on licence for an extended period. This removes the role of the Parole Board in their release.

Finally, the Act extends the automatic release arrangements in the Criminal Justice Act 2003 to include those prisoners sentenced under the 1991 Act to fixed terms of four years or more, who have not committed a specified sexual or violent offence. This again removes the role of the Board in their release.

The Board is currently awaiting the latest projections from the Ministry of Justice on the numbers of prisoners these changes will affect. However, it is likely that they will reduce the number of cases handled and will allow the Board to concentrate on the most dangerous offenders.

# 12%

increase in three member oral hearings

1,676 in 2007/08 (1,495 in 2006/07)

# 11,756

Determinate Sentence recalls

(11,265 in 2006/07)

## Casework

### Oral hearings

There was a 12% increase in the number of three member oral hearings from 1,495 in 2006/07 to 1,676 in 2007/08. This was almost entirely due to the rise in the number of IPP cases considered by the Board. The overall number of oral hearings held, including single member panels, remained similar to last year at 2,531. Deferrals, after a peak of 27% in 2006/07, were back down below 2005/06 levels at 16.5%. Hidden within these figures are, however, two significant trends.

The first is the change brought about by the full introduction of ICM for oral hearings which is covered separately below. The second is the steady continuing increase in the number of IPP sentenced offenders dealt with by the Board.

The problems posed by IPPs were highlighted in last year's Annual Report and the additional strains on the system of properly risk assessing offenders with relatively short tariffs culminated in January with the decision in the Court of Appeal in the case of *Walker and James*. This decision is highly significant and puts substantial pressure on the Secretary of State to make significant changes to the IPP system to facilitate such prisoners being in a position to be considered for release at tariff expiry by ensuring they have access to timely risk interventions.

Legislative changes have taken place in the Criminal Justice and Immigration Act 2008 to remove the imposition of very short minimum term IPPs, but it remains to be seen whether these will go far enough to make a real difference in stemming the rapid increase in Indeterminate Sentence prisoners.

If the numbers of IPP sentences show no reduction then some experts have suggested that, given no other changes to the system, the number of oral hearings could rise by a further 400% over the next six years.

With the *Brooke* judgment entailing greater independence for the Board and the increasingly court-like nature of its hearings there are further implications for both resources and process. The Board will need to ensure that a verbatim record of its proceedings is taken and so moves have been set in place to achieve this.

The greater numbers of cases and their greater complexity has also led us to improve our systems for case and document handling. An increasing proportion of our paper files will be converted to digital files and our IT case management system, including such things as port-tracking software, is being redesigned to ensure greater efficiency.

### Recalls

The Secretary of State recalled 11,756 Determinate Sentence prisoners in 2007/08 for breaching the conditions of their licence, compared with 11,265 on 2006/07. All of these cases were referred to the Board by the SofS to decide if recall was justified and whether release was appropriate. In many cases the Board recommended a further review. Taking into account the initial recalls and subsequent further reviews, the Board considered 19,060 referrals.

In the early part of the year such huge increases put great strains on the existing processes and systems and meant that the percentage of cases considered within six days

was only 7% in April and 29% in May. Subsequently we reorganised both the resources of the team and the systems and these improvements proved highly effective in ensuring that, for the rest of the year, despite still further increases in numbers that decisions were reached within six days in virtually 100% of cases.

### Intensive Case Management

Intensive Case Management of oral hearings started life at a think tank in September 2006, at which a group of key stakeholders discussed the current process and how it could be improved. This multi-stakeholder approach ensured that the project was developed taking into account all perspectives and that the outcomes would benefit all parties involved in the oral hearings process.

From this shared vision a detailed project plan was developed, and major road testing took place in 2007. This involved a number of changes both in practical process terms as well as a major shift in mindset. This was a particular challenge towards the end of 2007 when the transition from the existing system into the new ICM process was effected.

The development, road testing and implementation of ICM could not have been undertaken without the co-operation and support of all the parties involved in oral hearings and ICM is an excellent example of what can be achieved by collegiate working.

In 2007/08 1,066 dossiers were assessed under ICM and early indications show that ICM is:

- Having a significant impact on reducing deferrals, both pre-hearing and on the day.
- Improving the content and delivery time of the dossiers.
- Drastically reducing panels cancelled through lack of Chair or co-panellists.
- Identifying cases where paper decisions can be made, leading to speedier decision making.
- Facilitating an improved approach to case management.

ICM will become the most significant operational driving force for oral hearings in 2008. Although ICM is firmly embedded there are still a number of issues to resolve and the Board will continue to develop and improve ICM.

## Intensive Case Management – summary of cases considered 2007/08

	2007/08
Number of cases considered	1,066
Cases referred to oral hearing	817
<b>Percentage of cases referred to oral hearing</b>	<b>77%</b>
Negative paper decisions accepted by prisoner	112
<b>Percentage of negative paper decisions accepted by prisoner</b>	<b>11%</b>
Negative paper decisions appealed and referred to oral hearing	132
<b>Percentage of negative paper decisions appealed and referred to oral hearing</b>	<b>12%</b>
Cases pending	5

## NAO Report

The NAO highlighted that the Board was facing particular difficulties in holding timely oral hearings because of a number of factors many of which are outside of the Board's direct control.

On 5 March 2008 the National Audit Office published *a Report on the work of the Parole Board*. The background to the Report was that in the spring of 2007 the NAO announced their intention to carry out a value for money scrutiny of the Board. The Chief Executive as Accounting Officer for the Board welcomed this initiative as it had been eight years since the last NAO Report on parole and the business of the Board had changed very dramatically in those intervening years. The previous NAO Report in May 2000 had focused very largely on the effectiveness of the paper hearing based discretionary conditional release process for Determinate Sentenced prisoners because at that time this was the bulk of the Board's business.

Following the changes brought about by the *Stafford* (2002) and *Smith and West* (2005) judgments and the implementation of the Criminal Justice Act 2003, which had resulted in a substantial increase in resource intensive oral hearings, the time was right for a further external audit review of the Board's workings.

The NAO work concentrated on three areas:

### Parole Board members

This part of the scrutiny looked at the structure and membership of the Parole Board. The auditors reviewed the recruitment, selection, training, appraisal and output of Parole Board members and the Report was generally favourable about these processes. The Report nevertheless identified that, despite considerable efforts in recent years, the membership of the Board, while having almost equal numbers of male and female members, did not

reflect the ethnic make up of the population.

The Board's joint project with Operation Black Vote to develop a civic leadership programme is one of the initiatives in which the Board and the Ministry of Justice are engaged to address this imbalance. The NAO Report also called for the Board to build on existing procedures for the monitoring of the output of Board members. The Quality Unit will monitor both the workload undertaken by individual members and the quality of member decisions to ensure that standards are maintained.

### The Board's changing workload

The Report acknowledged that, while the Board is working hard to manage its changing and increasing workload, it is nevertheless struggling to cope with its oral hearing commitments for those serving Indeterminate Sentences. The NAO highlighted that the Board was facing particular difficulties in holding timely oral hearings because of a number of factors many of which are outside of the Board's direct control.

The Board has been concerned for some time about the timeliness and quality of the information on which it has to base its decisions and also about the rate of deferrals in some cases. The Board is dependent upon its partner agencies to provide timely and accurate information, but it must make sure that it manages cases effectively itself and keeps its partners fully informed about the information that it requires.

That is why the Board introduced its Intensive Case Management initiative in September 2007,

to make sure that panel members had the right information available to them at the right time to progress cases in a timely and robust manner. The NAO Report welcomed the ICM initiative.

The Board welcomed the NAO recommendation that the Ministry of Justice must work with the Board and others to introduce a whole system target for the timely consideration of oral hearing cases and ensure that dossiers are adequate for the Board's risk assessment requirements.

### Challenges to and outcomes of the Board's decisions

The NAO acknowledged the good work that the Board is doing through its Review Committee and more recently in co-operation with other agencies through the Joint Review Panel (which the Board inaugurated). These forums provided opportunities for learning lessons where there have been violent or sexual offences committed while the offender might otherwise have been in custody.

While the Report also recognised the efforts of the Post Panel Team of the Board in successfully managing challenges to the Board's decisions it nevertheless noted with some concern that delays to oral hearings had the potential to result in litigation against the Board and for the consequent payment of compensation to prisoners.

The Board is also investigating the reasons behind the falling release rate of prisoners in 2006/07 which the NAO felt was inadequately explained by structural changes such as the introduction of the Criminal Justice Act 2003 and the shift towards focusing on more dangerous offenders.

The work of the NAO with the Board and others took the best part of a year. The resultant report was published on 5 March when the Comptroller & Auditor General, Tim Burr commented:

*"The Parole Board has a central role to play in the effective running of the judicial system. It is working hard to improve its performance in managing its workload. But if the Parole Board is to make decisions about the release of prisoners which are both fair and minimise the risk of harm to the public for the Board to do its job properly, it must have access to complete information. Currently that is not always happening."*

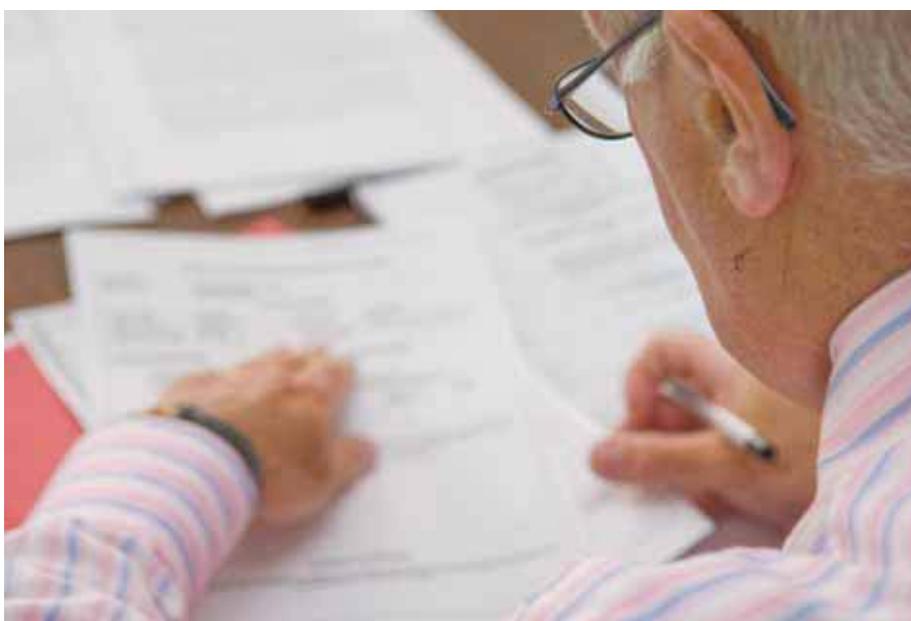
In her response as Chief Executive and Accounting Officer for the Board Christine Glenn commented:

*"I welcome the findings of the NAO Report and am very pleased that it acknowledges the efforts we have made during the past year to improve our performance in handling our workload. I accept that there is still more to do in terms of reducing delays within the system and we are working with our partner agencies to raise standards across the Board."*

*"I am pleased that the Report highlights the quality of our new member training and mentoring programmes, as well as the written guidance we provide for members. The Report also acknowledges the important work of our Review Committee in providing rigorous feedback for members in cases of serious further offending and identifying wider learning points."*

*"At the heart of our role is public safety and we retain our objective of making risk assessments which are rigorous, fair and timely, with the primary aim of protecting the public."*

The Board is now taking forward the agenda generally set by the Report and specifically has objectives in its Business Plan for 2008/09 to fulfil the NAO recommendations.





## Consistent and High Quality Decisions

### The Quality Unit

The Parole Board drove forward major developments to improve the quality and standards of its decisions during the year. Central to this work was the inception of the Quality Unit, bringing together in a single place the expertise and resources to support the work of members. The start up this work was delayed by the tragic death of the newly appointed Director of Quality and Standards before he could take up his post.

The Quality Unit has contributed to a wide range of important initiatives including the development of the ICM process, the appraisal of members, research on release and recall of life sentence prisoners and the work of the Review Committee. The Board is committed to improving standards and quality of its decisions and to greater openness and transparency. The Board's work in this area has demonstrated a strong commitment to reflecting on its practice.

### The Review Committee

Set up in 2003 to review decisions to release where the offender had gone on to commit an alleged violent or sexual offence, the Committee has been running for over four years and has grown in stature during that time. It has sharpened both its focus and its procedures and is widely regarded by the Board and other interested agencies as a model of good practice.

Not only has the Committee been successful in feeding back learning points to individual members, but wider issues have formed the basis for training and development for

the Board as a whole. In addition, trends are beginning to emerge in respect of decisions to release life sentence prisoners and have assisted the Board in its ongoing work on the lifer database.

### "Scoring system"

In its infancy, assessments of individual decisions by the Committee were chiefly in a narrative form only, with no formal structure. Informal phrases evolved to describe how decisions were viewed but it became apparent that any proper learning process would benefit from a more rigid and consistent system of recording. The Committee therefore approved a "scoring system" of five categories of decision.

#### Entirely reasonable

This refers to a decision that, on the facts known at the time, was sound and properly reasoned. There were no issues left unaddressed and no indication that further information should have been sought.

#### Reasonable

This refers to a decision that was arguably a good one. It acknowledges that another panel on another day may have decided differently, but that the decision was perfectly reasonable.

#### Reasonable with concerns

This is a decision that could be criticised in some respects but would not be regarded as flawed overall. For example, the decision may be reasonable but there are gaps in the reasons; or where a panel may have called for a piece of evidence that was not there but the decision overall was reasonable.

The Parole Board drove forward major developments to improve the quality and standards of its decisions during the year.

## Questionable

This is a decision about which the Committee expressed real concern. In other words the decision itself, while not unreasonable in the Wednesbury sense is regarded as one that a properly informed Parole Board panel should not have made. Under this heading it is expected that the panel will receive formal feedback.

## Completely unreasonable

A decision that no reasonable or rational panel should have made. Under this heading it is also expected that the panel will receive formal feedback.

During the year covered by this Report, the "scores" were as follows:

Entirely reasonable	8
Reasonable	16
Reasonable with concerns	15
Questionable	12
Entirely unreasonable	0

## Learning points

The first thing to note is that numbers are low, particularly when considered in the context of the number of decisions taken by the Board each year. The trends or learning points should accordingly be noted in that context.

One of the issues attracting criticism has been the body of the decision letter (the "reasons") in cases where concern has been expressed. The Committee has seen cases where decisions have been too short, not covering all the risk issues or paying insufficient attention to the evidence heard orally before the panel. In addition, there were a number of cases where the Committee felt that further information should have been sought and wasn't, or that a certain witness should have been called and wasn't. Most commonly associated with the "questionable" decisions were issues surrounding the panel's assessment of risk.

## Change in membership

In April 2008 Stephen Shaw, Prison and Probation Ombudsman, attended his last Committee meeting. He was one of two external people invited to be a member of what had previously been a purely internal Committee. The second, Peter Neyroud, Chief Constable and Chief Executive of the National Policing Improvement Agency will continue as a member for a further period.

It has been important for the Committee to include two such eminent professionals in its ranks. On a simple presentational level, the perception of objectivity is enhanced by having members on it who are fully independent of the Parole Board and who have no vested interest in justifying its decisions. However, their true worth has been in the perceptive and informative contributions to the Committee's discussion.

The Board will shortly welcome Anne Owers, HM Chief Inspector of Prisons, who has agreed to take up a place on the Committee and will attend her first meeting in October 2008. It is a testament to the importance with which the Review Committee is now viewed that it can attract such renowned names to join it.

## The Joint Review Panel

Almost as many learning points arise out of the Review Committee for outside agencies as they do for the Board itself. It became apparent that no forum existed for even discussing and addressing such issues. The Board therefore established the JRP in 2007 and invited senior representatives from police, probation and prisons to find ways of improving cross-agency issues that have arisen from the Review Committee, its "parent" body. The membership will increase in 2008 as a representative from the Prison Service Directorate of Health joins its ranks.

Compared to the Review Committee, the JRP is still evolving and, despite having done some very useful work, has yet to reach the standards set by the Committee itself. A number of high profile cases have been examined but because of the sheer size of the agencies involved, conveying learning points to those at the coal face is not the simple matter that it might be for the Board itself, a comparatively small and self-contained body. Nevertheless, formal strategies for communicating learning points are being considered and a more structured approach should accordingly emerge over the next year.

## Future for the Joint Review Panel

The major issue for the JRP is its very existence as a Parole Board run "offshoot" of the Review Committee. As yet still low in profile, the JRP is beginning to attract interest from Ministers and other outside bodies because of its unique position as a multi-agency review body. In its present form it is quite restrictive in its terms of reference (cases are referred to it by the Committee only) and in its governance (the Board has no official influence over the police, prisons or probation).

If it is to become truly the sum of its parts, it will need to look at the potential for examining cases from a wider range of sources, not just the Parole Board, and perhaps become a statutory review body. The future is as yet unknown.

## Training and Development

### Accreditation and training for members

During 2007/08 the Parole Board further developed its accreditation and formalised training processes for Parole Board members, building on work in the previous year. Members are now subject to a comprehensive accreditation process before taking on additional areas of casework.

With a significant increase in the number of oral hearings, independent members from the 2005 recruitment intake were assessed for "fast tracking" to sit on panels considering lifers and Indeterminate Sentence for public protection cases. They undertook structured training in the spring and summer of 2007 during which they were formally assessed and accredited as competent to sit on oral hearings panels by the Board. A further round of "fast track" oral hearings training and accreditation is planned for 2008.

In August 2007, 28 new members were appointed to the Board and undertook their one week induction programme at the Ashridge Conference Centre. In October, further training was provided to the independent members to accredit them to undertake recall panels and make decisions on cases where offenders have been recalled to prison for possible licence breaches.

A training workshop for judicial members was held in November and provided the opportunity for dialogue with representatives from probation, the Ministry of Justice, prison psychologists and solicitors on current and emerging issues. November 2007 also saw the first programme to accredit and train more experienced members to undertake Intensive Case Management.

The Board also rescheduled its Annual Conference, which had traditionally been held in November, to April and the event was held at the Latimer Conference Centre on 26 and 27 April. A major theme of the Conference was victim perspectives and the Board was fortunate to secure contributions from Gillian Guy, the Chief Executive of Victim Support and from Lord Falconer the then Lord Chancellor and newly appointed Minister for Justice.

The Board was particularly grateful to Wendy Crompton, whose story is told in Helen Simpson's book "Justice for William" for contributing her own personal experience as the mother of a murder victim to the Board's new member training programme in August.

# 28

new members  
appointed to the  
Parole Board 2007/08

2007/08 saw the Parole Board invest £29,000 ensuring staff and managers were trained and developed throughout the year.

### Learning and development for staff

At the beginning of the year the Board agreed with Investors in People that it would have to take a number of steps if it was to retain its status as a recognised investor in people. An action plan was drawn up to this effect and an Investors in People assessor visited the Board to formally approve the considerable progress made against the action plan during the course of the year. This favourable assessment allowed the Board to retain its recognition for a further 12 months, during which time it is hoped that it will be able to demonstrate that it fully meets the new standards.

A Consultation and Training Group was set up in January 2008 to consider human resources issues including, recruitment, selection and training.

A managers' away day was held in November. This staff development event focused on competencies and responsibilities of a good manager. This was followed by a full staff away day in December at which the agreed list of managers' responsibilities was discussed and a parallel set of expectations for all staff members was also agreed.

A formalised training and development policy was then agreed for the Board to clarify the responsibilities for training and development for both staff and members and to promote and ensure good management within the Board.

2007/08 saw the Parole Board invest £59,000 ensuring staff and managers were trained and developed throughout the year. This included improving management capabilities across the Board, and the remainder was spent across a number of areas such as communication skills, time management and continuous professional development in the areas of Finance, IT and HR.

Another feature of the year was specific encouragement given to staff to attend member training days, the annual lecture and annual conference. The number of staff attending these events increased significantly and both staff and members reported back that this had the effect of helping to build up good working relationships between the two different groups.



## Victims

This year saw the introduction of the facility for victims or their families to appear at Parole Board oral hearings in order to deliver victim personal statements to the panel. The first ever delivery of such a victim personal statement, by the mother of a 15-year-old murder victim, took place at HMP Lindholme in November 2007.

These are observations on that hearing from a number of the participants.

### The Panel Administrator

The hearing took place at HMP Lindholme where oral hearings are accommodated in their purpose-built hospitality suite within which there are four conference rooms and interview rooms. This meant that appropriate arrangements could be made for witnesses to remain entirely separate prior to the commencement of the hearing. This was all the more important having regard to the fact that the prisoner's mother was also in attendance at the hearing as an observer and that there was continuing media attention surrounding the case.

A female prison officer had been designated to escort the victim's mother and her victim liaison officer on their arrival from the gate to one of the conference rooms in the hospitality suite. An additional female officer was also assigned to escort the prisoner's mother on arrival from the gate to a different conference room within the hospitality suite, thereby ensuring that witnesses did not come into contact with each other in advance of the hearing.

The victim's mother delivered her pre-prepared victim personal statement at the commencement of the hearing and outlined the impact of the offence and of her son's death on her and her family. She then withdrew from the hearing, accompanied by her victim liaison officer, and was escorted out of the prison.

With the assistance of the Governor and staff of HMP Lindholme, all of the special arrangements that the Board had requested were indeed put in place. The additional staff assigned on the day ensured that both the victim's mother and the inmate's mother were treated with sensitivity from the moment they entered the prison until their departure.

### The Public Protection Advocate

In July 2006, details of a scheme to enable victim representation at Parole Board hearings were announced in the Home Office Criminal Justice Review. The then Home Secretary pledged to work to improve public protection and he gave a commitment to improve representation at oral hearings through representation of victims' views by Public Protection Advocates. He said "We intend to introduce a victim's voice, which will enable the cases of victims in the most serious sexual and violent cases to be put powerfully to the panel hearing the case."

I am a PPA. Part of my role is to present victim personal statements at Parole Board oral hearings. I do this on behalf of victims of serious sexual and violent offences who have a legal right to make representations at key stages of an offender's sentence, such as when an offender is being considered for release from custody on licensed supervision. We recognise that it could be very daunting for victims or their families to appear in person, so PPAs like me are trained and

equipped to deliver the victim personal statements on victims' behalf. Just very occasionally, victims or their families feel that they would like to deliver their statements by themselves.

That happened at a hearing I attended in November last year. To prepare the victim's mother for the hearing, I worked closely with her and other NOMS staff, in particular the Victim Liaison Officer, a Merseyside Probation Officer with over 37 years' experience. The victim's mother has a very good relationship with him, and this proved to be crucial both during the planning stages and on the day of the hearing. I also liaised regularly with the Panel Administrator at the Parole Board who co-ordinated the whole process and worked hard to deal with complex nature of the case. On the day of the hearing, all of the staff and particularly the Lifer Unit at HMP Lindholme were extremely supportive. They handled the situation with sensitivity and had clearly made detailed plans to ensure that the every aspect of the day ran smoothly.

After the hearing, the victim's mother explained that although she felt very nervous, she felt a sense of pride that she had managed to deliver her statement orally in the presence of the prisoner and the panel members – and that in doing so she had represented her son.

### The victim's mother

My 15 year-old son Michael was attacked, tortured and murdered by three teenagers in 1999. Recently one of the murderers had a hearing to be re-categorised. This was refused and I had no involvement with this hearing.

My VLO contacted me and informed me that a second member of the group of murderers, who wished to be re-categorised to

an open prison, was due to have a hearing. The next day my VLO contacted me again and with some surprise, told me that I could apply to speak at the Parole Board oral hearing. This was the first time that my VLO had heard of this type of invitation.

I realised that this was a new development and was at first shocked and upset by the idea. After some reflection I recognised that I desperately wanted to represent my son. I was allocated an advocate from the Ministry of Justice to explain the procedures and support me through the experience.

I arrived at the prison and was treated very respectfully by the staff. I was allocated a private room in which to wait. Nervously, I stepped inside the room in which the hearing was conducted. I was able to speak from the heart and voice my concerns. I was afraid that the perpetrator would be allowed to visit his mother, who lives not far from me. I was afraid that in those circumstances I would have to find a new home. I did not want to leave my home, the home I once shared with my lovely son.

They listened, it was most important that I felt listened to. The judge ensured that the perpetrator would not be allowed to move to or enter Merseyside. I was informed of this some time after the hearing. This allows me to keep my home.

I am grateful that I was able to take up this opportunity and believe I have subsequently taken my first positive step forward since the brutal murder of Michael. I would particularly like to thank my VLO from Merseyside Probation Service, who has stood by me through thick and thin and been a fantastic support, and my advocate from the Ministry of Justice, for their wonderful help and support.

## Victims (continued)

I would also like to thank the Parole Board for allowing me this important opportunity to finally have a voice for Michael.

*Following the hearing the victim's mother did raise a number of issues about the process that were of concern to her. These included the fact that the prisoner was allowed to have his mother there for support, but she was not allowed a family member to support her. Also that she was not allowed to attend the whole hearing because of objections from the prisoner's legal representative.*

*This first case does highlight some of the inevitable tensions within this very new process. These issues, including all of those raised by the victim's mother in this case, will need to be explored further to see if they can be resolved.*

### The Judicial Member, Panel Chair

The prisoner had been convicted some ten years previously, when he was himself a teenager, of the murder of another teenager in particularly horrendous circumstances. As panel chairman I was formally asked if the mother of the deceased could attend the parole hearing.

The panel believed this to be the first time that a victim or their family member had been permitted to attend a parole hearing and we discussed at length how to do this properly to ensure that she would be able to express her views fully in the context of the hearing.

I asked for representations from both the public protection advocate and the prisoner's legal representative. The legal representative did object to the deceased's mother staying for the entire hearing, but not to

her making a statement at the beginning and then leaving. The currently laid down procedure is simply that the victim or their family member is entitled to make their statement to the panel. This is what happened.

The panel asked for the prisoner's mother to be brought in first to sit at the far end of the room. The mother of the deceased was brought in, with her VLO, to sit at the opposite end of the room. She was then informed that before the hearing commenced, she could make a further verbal statement. We already had a written victim personal statement from her in the dossier, which we had considered carefully. She then spoke from the heart and with considerable dignity before leaving, after which the hearing proceeded on as normal.

The panel understood and appreciated the passion and anger expressed by the mother of the victim and, whilst what she said did not contain any new information about risk, she was able to give us important information that helped us to set appropriate licence conditions for the prisoner.

In July 2006, details of a scheme to enable victim representation at Parole Board hearings were announced in the Home Office Criminal Justice Review.



Find out more by visiting  
[www.paroleboard.gov.uk/victims\\_and\\_families](http://www.paroleboard.gov.uk/victims_and_families)

“They listened, it was most important that I felt listened to. The judge ensured that the perpetrator would not be allowed to move to or enter Merseyside. I was informed of this some time after the hearing. This allows me to keep my home.

“I would also like to thank the Parole Board for allowing me this important opportunity to finally have a voice for Michael.”

Mother of 15-year-old murder victim

## Legal Challenge

As the Board enters the new financial year, the number of judicial reviews has reached new levels. One noticeable fact that reflects the increasing strain on Parole Board resources is that there are nearly as many challenges to our processes as to our decisions. Of 74 cases ongoing at 31 March 2008, 30 were seeking a declaration that the Board has breached prisoners' rights under Article 5(4) of the ECHR because their review had not yet been completed. Breaches of 5(4) attract subsequent claims for compensation and the Board has found itself subject to an increasing number of claims, both through the High Court as part of judicial review, and through private actions in the County Court. In order to help cope with the growing number of legal challenges, the Board is to create an additional Deputy Head of Casework post.

### Brooke and others

The most significant judicial review by far has been *Brooke and others*, in which the Board's very existence as a judicial body able to decide on Article 5 issues was challenged, on the basis that the nature of its sponsorship by the Ministry of Justice created a perception that it is not an independent body. The Board had said publicly before Brooke that it felt itself insufficiently independent, and in the case itself we adopted a formally neutral stance submitting evidence to inform the Court. The Secretary of State was also a Defendant.

The case was decided by the Court of Appeal in January following the hearing in November. The ruling was that while the Secretary of State may not have sought to unfairly influence the actual

decision in any case, the nature of the sponsorship arrangements had helped create a perception that the Board was not sufficiently free of Executive interference. There had been two particular instances of inappropriate interference by the Minister and sponsorship department. The future of the Board as an NDPB will need considering in the long term, but the Board's change of sponsor from the National Offender Management Service to the Access to Justice Directorate in the Ministry of Justice, will address matters in the short term.

The case ties in neatly into a situation that has presented itself to the Board in respect of its legal representation. Normally the Board instructs the Treasury Solicitor to act for it. In a great many cases the Board and the Secretary of State are Defendants in the same proceedings (Brooke being the most high profile example) and, where there is no insurmountable conflict between us, the Treasury Solicitor may act for both. Even if conflict does arise it is sometimes possible to erect a "Chinese wall" to protect each party's interests. Occasionally, however, that is not appropriate and it has become increasingly apparent that the Board needs its own independent representation.

A case in point is that of a private action brought against the Board and others by the family of *Naomi Bryant*, who was murdered by Anthony Rice following his release on life licence. The Treasury Solicitor was unable to act for the Board and as a result, the Board has instructed the firm of Bircham Dyson Bell to represent us in the Bryant case, and a number of compensation claims

One noticeable fact that reflects the increasing strain on Parole Board resources is that there are nearly as many challenges to our processes as to our decisions.



arising out of late Parole Board reviews. It is a new experience for the Board to have private legal representation.

### Other significant cases

**Cooper** – a “delay” case where the Board’s 55 day target for hearing lifer recall cases was criticised.

Mr Justice Collins said that while the definition of “speedy” will vary from case-to-case depending on the circumstances, in the majority, 55 days is unlikely to be warranted.

**Johnson** – the Court of Appeal confirmed that Article 5(4) is engaged at the half way stage of a Determinate Sentence for those sentenced under the discretionary conditional release scheme, at least in so far as timeliness of the parole review is concerned.

**Gulliver** – another appeal case. The Court of Appeal confirmed that in considering a licensee recalled to prison, the Board is not restricted to considering the circumstances that led to the Secretary of State’s decision to revoke the licence. The Board is entitled to consider other matters and may, indeed probably must, look at the wider issue of risk of further offending.

**Walker/James** – while not a Defendant, the Board was granted leave to engage in the proceedings as an interested party. The challenge was to the Secretary of State in respect of two prisoners serving Indeterminate Sentences for public protection who had served their tariff. The basis of the applications was that where the Secretary of State had failed to provide them with courses/ programmes to enable them to demonstrate to the Board that the risk they presented to the public was acceptable for release then continued detention was unlawful. The Board successfully sought a ruling from the Court of Appeal that any such decision about unlawfulness of detention would

not impinge on the statutory duty not to direct release unless satisfied that the risk to the public is sufficiently reduced. In other words, if not satisfied that risk is acceptable, the Board may not direct release regardless of an alleged unlawful omission to act by the prison authorities.

**O’Connell** – this case was considered by the Court of Appeal alongside Brooke. The prisoner, serving an extended sentence for public protection claims that the test for release should be one of serious harm, similar to the “life and limb” test applicable to lifer cases. The Court decided it need not make a ruling since the panel that refused early release had applied such a test anyway. The case is heading to the House of Lords after an appeal by the Secretary of State. The Board remains involved as an interested party.

**Pilgrim** – a relatively new case in the early stages, *Pilgrim* seeks to persuade the courts that a serious harm test should also be applied to DCR cases. This would have quite serious implications should the Board continue to consider “non-dangerous” offenders for parole, in that it would appear that prisoners sentenced for example, for offences involving drugs or dishonesty, would have an almost automatic entitlement to parole even if the Board considered them likely to commit further such offences on licence.

# Public Confidence

## Stakeholder engagement

During the course of the year the Parole Board engaged in a constructive and open dialogue with some of our key stakeholders that could lead to real change in the way that we do things as an organisation.

A full day workshop was held with Chief Probation Officers, hosted jointly by the Board and NOMS, at which a real sense of working together to solve shared problems was in evidence from all participants.

A number of stakeholder consultation meetings were held, during the planning for the implementation of the new Intensive Case Management process. These were well received by those who took part.

A seminar was also held at Grenadier House on the subject of prisoners who maintain their innocence. Jointly hosted with Bruce Kent from PPMI, we were delighted to welcome senior attendees from the Howard League and NOMS, as well as solicitors, academics and Parole Board members with a special interest in the subject. Whilst differences did emerge there was also a meeting of minds on many issues and there is every prospect that real changes will take place, both at the Board and more widely within NOMS, as a result.

## Public profile

The Chairman and Chief Executive maintained the profile of the Board during the course of the year by fulfilling a number of public speaking engagements and writing articles for publication.

The Chief Executive, Christine Glenn, gave evidence on behalf of the Board to the Constitutional Affairs Select Committee. The evidence focused on the subject of sentencing policy and the impact on the Board of Indeterminate Sentences for public protection.

The Chairman, Sir Duncan Nichol, spoke to the All Party Parliamentary Group on Penal Affairs about the work of the Board. He concentrated on the Board's constitutional position, release and recall rates and deferrals.

Christine Glenn spoke at the 850 strong Youth Justice Convention in Bournemouth in November and at a Symposium on Sentencing at the Law Society in May.

Christine also authored articles for Benchmark, the in-house magazine for the Judiciary of England and Wales, Criminal Justice Management magazine and the Justice of the Peace journal about the work of the Board during the year.

## Media interest

The media tends to be most interested in the work of the Parole Board when there has been a high profile case of serious further offending. Such cases have fortunately been notable by their absence this year.

Instead the media has taken more of an interest in policy issues such as the difficulties caused by the growing group of IPP prisoners and the series of court cases that have continued to hand greater responsibilities to the Parole Board.

Also of interest to the media was the report by the National Audit Office into the work of the Parole Board that was published in March 2008. The report, whilst searching, was constructive for the Board and there was little criticism of the Board in the media. The Chief Executive still has to appear before the Public Accounts Committee to be questioned about the findings of the report later this year.

## New website

The new Parole Board website, together with a redeveloped members' and staff area was unveiled to the Justice Secretary, Jack Straw, before the Sir David Hatch Memorial Lecture and went live in January.

Making the site more accessible and user friendly was one of the briefs that we gave to our design agency. Another was the aim of targeting the site more directly at our main audiences which include victims, prisoners and practitioners. The home page was redesigned with these audiences particularly in mind. New content was also added specifically for these groups.

However, the most frequent group of site users is members and staff and we redesigned the members and staff area to make it more accessible to these groups. We also added some new content here, including the Members' Handbook, the Oral Hearings Guide and the Staff Handbook and created a more secure password access system with unique usernames and passwords.

The first month's site statistics for the new website were very encouraging with a 49% increase in hits and a 127% increase in page views and the site was short listed for an award in the prestigious Chartered Institute of Public Relations Excellence Awards for 2008 in the website or microsite category. The CIPR Excellence Awards recognise and reward best practice in public relations throughout the UK and acknowledge personal and team achievement at the highest professional level.

**49%**  
increase in hits on our  
new website



## International Affairs

### International Meeting of Experts

Sarah Lightfoot and I, together with two colleagues from the Ministry of Justice, attended an International Meeting of Experts in Vancouver in May 2008 and contributed to a shared research project on conditional release violations, suspension, recall and revocation of parole. The meeting brought together the two studies to which the Board had contributed – a literature review and a draft comparative report.

At the heart of the study was the intention to analyse the differing processes and frameworks to draw out good – and bad – practice with a view to having an evidential basis to formulate policy.

The meeting was attended by delegates from Canada, Scotland, the United States of America and Japan. Colleagues from New Zealand and Western Australia had also contributed to the written studies. Each delegation gave an overview of its own jurisdiction and current issues. The two reports were then reviewed and the meeting considered a number of strategic questions.

At the heart of these was how should success be defined? Was it a person completing their period of parole without reoffending or breaching their licence conditions? Was it the probation service recalling someone before they were able to reoffend and thus protecting the public? Or was it something broader – the successful re-entry and reintegration of a prisoner with risk reduction and a continued absence of recidivism? It was not surprising that we didn't agree on the definition but the

progress made in achieving greater understanding of the complexities was considerable.

Agreement was reached on further work to refine the two reports and to take forward the research project. This included agreeing a final report for publication of the analysis so far; providing a data set about recall rates, the length of the recall process and the impact on the prison population; to make some progress towards a common language; to consider the impact and use of licence conditions as well as the use of discretion and the power to offer alternatives across the jurisdictions; a diversity impact analysis; and an analysis of the relationships between the releasing authority and the supervising authority. In short, we hope that these data will provide international comparisons on recall patterns, supervision practices and relative recidivism.

### Community engagement in Japan

As is often the case, we were reassured that problems and issues are similar worldwide. Some of the solutions elsewhere were new to us, not least the community engagement in Japan. This includes the notion of volunteer probation officers. We heard that there were 50 probation offices there, 926 probation officers and 48,427 volunteer probation officers. There could be up to 52,500 such volunteers. These were unpaid save for expenses, although classed as part-time government employees. They have an average of two cases each, seeing their clients at least twice a month at home, giving them day-to-day advice and writing a monthly report.

At the heart of the study was the intention to analyse the differing processes and frameworks to draw out good – and bad – practice with a view to having an evidential basis to formulate policy.

There is also a scheme where employers are paid to give jobs to ex-offenders – and a compensation scheme for employers who suffer loss as a result. They have 6,000 “co-operative employers” in the scheme. There are also 200,000 women who support rehabilitation and fund raise and engage with communities to increase awareness. We were fascinated as to how such initiatives might improve public perception in this country if properly considered and piloted with full local engagement.

### National Parole Board in Canada

Sarah and I were also hosted by the National Parole Board in Canada in a visit that included visiting three penal institutions and observing a parole hearing involving a recalled prisoner. In Canada, the government was placing a total ban on smoking in prisons and so all prisoners were in lock-down when we visited the Kent Maximum Security Institution. We saw some very impressive facilities and were also given an inspection of the gun runs and gun towers.

It was in this prison that we observed the hearing – an elder-assisted aboriginal hearing. In this part of Canada, the Parole Board employs three elders from the aboriginal community to advise on cultural issues and facilitate these hearings. The elder here was a lady called Mary who administered the “smudge” at the beginning of the hearing. Participants including the panel members sat in a circle and Mary offered a stone container

with burning sweet grasses as a purification symbol at the outset. A feather (a very substantial one) was used – when you have the feather it is your turn to speak, but you must speak truth from the heart. After hearing from the parties, Mary gave the prisoner a lengthy talking to which pulled no punches about his behaviour and what he needed to do to improve. We were interested as to how this approach could be translated into our own processes – especially with young offenders?

We also learned a lot about how victims are treated in Canada – not least that they prefer to be called survivors now. The Board has a team of staff to support the victims throughout the process and the attention to detail is really impressive – ensuring for example that a separate list is kept at the prison gate of victims so they cannot be identified by the prisoner or others, that the victim enters and sits behind the prisoner and he/she is warned not to look at them. They also organise pre-hearing familiarisation visits. The facilities in the prisons we saw also included separate comfortable accommodation.

There was otherwise much that was familiar in Canada once we had mastered the different terminology. What we envied were the staffing levels they enjoy, the facilities at prisons, the lack of crowding and population pressure in the prisons – and especially the warmth of the welcome we were given.

**Christine Glenn**







# Performance

How we have performed against our Business Plan targets during the year and statistics for cases handled by the Board.

# 22%

Increase in cases  
handled

31,172 in 2007/08 (25,436 in  
2006/07)

# How we have performed

How we have performed against  
our Business Plan targets during the  
year and statistics for cases handled  
by the Board.



Find out more by visiting

[www.paroleboard.gov.uk/policy\\_and\\_guidance](http://www.paroleboard.gov.uk/policy_and_guidance)

# Performance Against Business Plan 2007/08

## Strategic Aim 1 – Operations and core business

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

Objective	Action plan	Indicator/target	Performance
<b>Quality of decision-making</b>			
<b>1.</b> Continue the implementation of the member accreditation programme in accordance with the timetable agreed by the Management Board	Conduct timely accreditation in line with training programme	Member accreditation programme in place	<b>Achieved</b>
<b>2.</b> Monitor the quality of Board decisions and provide individual feedback to members as resources permit	Establish and implement a monitoring system in accordance with allocated budget	Monitoring systems in place	<b>Partially achieved</b> (Monitoring systems have been established and feedback to a sample of members has been piloted. This will be taken forward in 2008/09)
<b>3.</b> Ensure that learning points arising from the monitoring process are fed into the member training programme	Collate learning points from each accreditation process for consideration by the Training Committee	At each accreditation stage	<b>Achieved</b>
<b>4.</b> Contribute to the debate on how victims and other interested parties might be involved in the parole process	Liaise with the Ministry of Justice and relevant parties in the introduction of public protection advocates	By 31/10/07	<b>Achieved</b>
<b>5.</b> Establish a quality unit; agree and implement a prioritised programme for quality assuring (a) the information provided to the Board and (b) members' decisions, as resources permit	Recruit quality team	By 31/12/07	<b>Partially achieved</b> (A quality unit was established. However, due to the tragic death of the new Director of Quality and Standards, only limited progress was made)
<b>6.</b> Further develop standards for information presented to the Board, prioritising as appropriate	Negotiate with information providers Agree standards	Ongoing	<b>Partially achieved</b> (Progress made re psychologist reports but standards not yet agreed)
<b>7.</b> Further develop the Board's risk assessment manual and member handbook	Identify priorities Commission work	Ongoing	<b>Achieved</b>
<b>8.</b> Maintain the Board's lifer database and provide analyses relating to failure on licence	Establish arrangements for administering and managing database Commission analyses	Ongoing	<b>Achieved</b>
<b>9.</b> Refer appropriate cases to the Review Committee	Identify review cases where prisoners have reoffended sexually or violently while on licence	Average for the year, 95% of files extracted	Lifers: <b>90%</b> DCR: <b>100%</b> of all files extracted where cases have been identified
<b>Casework objectives</b>			
<b>10.</b> Parole applications to be considered by a panel within 25 working days of receipt	Monitor carefully the throughput of cases to ensure that delays are kept to a minimum	Average for the year of 95%	NOMS RDS unable to provide figures
<b>11.</b> Decisions or recommendations notified within two working days' of panel	Provide the support necessary to ensure that panel decisions are issued promptly	Average for the year of 95%	NOMS RDS unable to provide figures
<b>12.</b> Re-panelled cases to be considered by a panel within 25 working days' of receipt from the Post-Panel Team	Monitor carefully the throughput of cases to ensure that delays are kept to a minimum	Average for the year of 95%	<b>74%</b>

## Performance Against Business Plan 2007/08 (continued)

Objective	Action plan	Indicator/target	Performance
<b>Casework objectives (continued)</b>			
13. Reduce the number of cases deferred on the day of the panel	Identify and report on deferrals on the day and reasons why	Reduce deferrals to no more than 10% of total cases heard	<b>7%</b>
14. Deferred cases to be considered by a panel within 25 working days' of receipt of all documents requested by the previous panel	Monitor carefully the throughput of cases to ensure that delays are kept to a minimum	Average for the year of 95%	<b>80%</b>
15. Ensure that interviews requested by panels are arranged within two weeks of receiving notification	Monitor carefully to ensure interviews are held within target	Average for the year of 95%	<b>83%</b>
<b>Recall hearings (Paper Panels)</b>			
16. Recall cases to be considered by a panel within six working days' of receipt	Monitor new procedures carefully to ensure that cases are handled within target	Average for the year of 90%	<b>84%</b>
17. Recall decisions to be notified within two working days' of panel	Provide the support necessary to ensure that panel decisions are issued promptly	Average for the year of 90%	<b>100%</b>
18. Monitor the savings made by members working at home on single member panel cases	Introduce a system for monitoring the number of single member panel cases	Report to Management Board by 30/9/07	<b>Achieved</b>
<b>Oral hearings (Lifer, IPPs and EPSs)</b>			
19. Ensure that initial notifications are issued at least 130 working days' before the hearing	Identify the total number of initial notifications that were sent out and the number within target	Average for the year of 90%	<b>98%</b>
20. To ensure precise notifications for annual reviews are issued at least 50 working days' before the hearing	Identify the total number of precise notifications issued and the number within target	Average for the year of 85%	<b>97%</b> (Measurement of this objective ceased in October 2007 following the introduction of ICM)
21. Investigate which prison establishments are sending complete dossiers within the agreed timescale	Establish and report on the total number of dossiers received and those received within target	Provide monthly statistics	<b>Achieved</b>
22. To adopt the Intensive Case Management programme so that an increase of dossiers will be intensively case managed ensuring their readiness for oral hearings	Ensure that all dossiers, complete or incomplete are put through Intensive Case Management and case progression requirements are acted on	Average for the year of 80%. (Once the new system is in place)	<b>Achieved</b>
23. Ensure that all dossiers are sent to the panel members at least 15 working days' before the hearing	Identify and report on dossiers meeting the target and find out reasons when target is not met	Average for the year of 75%	<b>69%</b>
24. Notify all parties of panel decisions within five working days' in all cases	Review processes to see if decisions can be expedited	Average for the year 90%	<b>66%</b>
25. Ensure that all release dossiers are distributed to the database researcher within five working days' of the decision	To establish a working routine where release dossiers are distributed, and recorded	Average for the year 90%	<b>99%</b>
26. Ensure that precise reps against recall notifications are issued at least 25 working days' before the hearing	Identify the total number of precise notifications issued and the number within target	Average for the year of 85%	<b>87%</b> (Measurement of this objective ceased in October 2007 following the introduction of ICM)

Objective	Action plan	Indicator/target	Performance
<b>Oral hearings (Lifer, IPPs and EPSs) (continued)</b>			
27. Identify scope for reducing cases deferred pre-hearing	Monitor cases carefully as "pre-hearing" deferrals may increase if "at hearing" deferrals are successfully reduced. Submit report to Management Board	By 30/9/07	<b>Achieved</b>
28. Reduce number of cases deferred or adjourned at hearing	Identify and report on deferrals/adjournments on the day of the hearing and reasons why	Reduce deferrals/adjournments to no more than 10% of total cases heard at hearing	Three member panels <b>15%</b> Single member panels <b>17%</b>
29. Expand the use of video links for Lifer and Extended Sentence oral hearings using experience of successful pilots	Make maximum use of the Board's own equipment and identify establishments that are suitable for three member video link panels	Report to the Management Board by 30/9/07 on progress	<b>Not achieved</b> (Video link hearings have continued successfully for single member oral hearings but not yet for three member panels)
30. Oral hearings to consider representations against recall will be listed to take place within 55 working days' of case being referred by the Ministry of Justice	To list oral hearings for representations against recall within set timeframe and pass information to oral hearings team to process	Average for the year of 90%	<b>84%</b> (Measurement of this objective ceased in October 2007 following the introduction of ICM)
31. To publish quarterly paper and monthly oral hearing panel rotas	To comply with the timetable	All targets met	<b>100%</b>
32. Ensure all lifer/IPP review referrals are given specific hearing date 65 working days' in advance of provisional hearing date	Maintain clear record of hearing dates and liaise with oral hearing team to update following the sift decision	Average for the year of 90%	<b>79%</b>
<b>Oral hearings (Smith and West cases)</b>			
33. Notify all parties of panel decisions within five working days'	Review processes to see if decisions can be expedited earlier than the target	Average for the year 95%	<b>88%</b>
34. Hold oral hearings within the allotted timescale according to prisoners' release dates	Make better use of the available resources	Average for the year 70%	<b>55%</b>
35. Continue to develop the video link pilot to maximise its potential and benefits for all parties	In liaison with NOMS expand the trial to other areas of the Prison estate	Roll-out across England and Wales by 31/05/07	<b>Achieved</b>
<b>Post-Panel work</b>			
36. To reply to request/complaints from prisoners and to correspondence from members of the public, external agencies within 20 days'	Maintain a clear record of when correspondence is received and the reply sent	Average for the year 95%	<b>94%</b>
37. Consult members on requests from prison/probation for insertion or variation of licence conditions, or suspension of parole and take relevant action within 20 working days' from receipt of the request	Implement new process	Average for the year 95%	<b>97%</b>
38. Report on the progress of judicial review cases to the Management Board and members	Provide monthly reports	By the last working day of each month	<b>Achieved</b>

## Performance Against Business Plan 2007/08 (continued)

### Strategic Aim 2 – Resource Management & Accountability

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

Objective	Action plan	Indicator/target	Performance
<b>39.</b> Answer all telephone calls within five rings	Ensure arrangements are in place so that calls are answered promptly	Average for the year of 95%	<b>77%</b>
<b>40.</b> Pay undisputed invoices within 30 days' of date of invoice	To constantly maintain spreadsheet of invoices received/paid  To create monthly bill payment batch  To report monthly on percentage achieved  To submit for NAO audit at year-end	Average for the year 90%	<b>99%</b>
<b>41.</b> Ensure accounting reports contribute to the effective running of the Board	Review financial information and consult with stakeholders	Initial review by 31/5/07 and periodic reassessment thereafter	<b>Achieved</b>
<b>42.</b> Assess the suitability of the accounting system	Review the existing system	By 31/10/07	<b>Achieved</b>
<b>43.</b> To ensure the Board operates within budget			
Produce monthly statements of expenditure against budget	Meet monthly timetable	Monthly	<b>Achieved</b>
All staff to have suitable authority limits	Review existing limits and revise where necessary	By 30/4/07	<b>Achieved</b>
Ensure budget information is meaningful and reports are consistent with budgets	Design effective reports in consultation with stakeholders	By 30/6/07 and review again during accounting system review	<b>Achieved</b>
<b>44.</b> To produce end year financial statements for 2006/07 that will receive certification by the C&AG and produce sufficient assurance of internal control for audit, Prison Service and Ministry of Justice purposes	To produce Statement of Internal Control  To produce Annual Assurance Statement and Report for Departmental Accounting Officer  To comply with detailed NAO audit strategy as agreed with Board's Audit & Risk Management Committee  To review Internal Audit programme and agree with Board's Audit & Risk Management Committee	By 31/5/07  By 30/6/07  By 31/10/07  By 31/12/07	<b>Achieved</b>  <b>Achieved</b>  <b>Achieved</b>  <b>Achieved</b>
<b>45.</b> Review banking arrangements	To ensure arrangements are competitively priced and make best use of electronic banking	By 31/10/07	<b>Achieved</b>
<b>46.</b> Review corporate risk management strategy and implement changes	To have annual round of consultation with members and staff on corporate risk  To hold workshop on reviewing corporate risk register, policy and strategy	By 31/10/07  By 31/12/07	<b>Achieved</b>  <b>Achieved</b>

Objective	Action plan	Indicator/target	Performance
<b>47.</b> Develop a Business Continuity Plan	Liaise with the sponsor department to produce viable arrangements for business continuity in the event of an emergency	By 30/6/07	<b>Achieved</b>
<b>48.</b> Implement the new recruitment process for staff, ensuring that the Board's commitment to equal opportunities and diversity is applied and monitored	Draw up an Equal Opportunities policy	Implement policy by 31/3/08	<b>Partially achieved</b> (New Equality Action Plan will be published in 2008/09)
	Research new methods of recruiting staff – Report to Management Board by 30/6/07	Manage a cost effective recruitment method of employing staff for the year ending 31/3/08	<b>Partially achieved</b> (Trade Union consulted and views awaited)
<b>49.</b> Continue to achieve the standards of lIP	To promote good lIP practices within the Board	All standards of lIP are fully met	<b>Partially achieved</b> (A review in 2007 found that the Board was not fully meeting the lIP standards. An action plan has been agreed with the aim of achieving the standard next financial year)
<b>50.</b> Monitor the PDR system, reviewing and updating the process as required	Monitoring of opening of PDRs by 30/4/07 – Report to Management Board by 31/5/07	Opening of 80% of PDRs by 30/4/07	<b>73%</b>
	Monitoring of mid-year reviews by 30/11/07 – Report to Management Board by 31/12/07	Completion of 80% of mid-year reviews by 30/11/07	<b>Achieved</b>
<b>51.</b> Manage sick absence levels to an average of 12 days' per person	Monitor compliance with procedure	Successfully manage average for the year ending 31/3/08	<b>Partially achieved</b> (An average of 13.9 sick days per person was achieved but this included four staff on long-term sick leave)
<b>52.</b> Conduct the annual review of training strategy for staff and members, using evaluation as part of development into a learning organisation	Hold discussions with staff and implement strategy	By 30/6/07	<b>Achieved</b>
	Carry out review in discussion with members and report to Training Committee	By 31/7/07	<b>Achieved</b>
<b>53.</b> Deliver the agreed training programme for members in accordance with the training and development strategy	Deliver training as outlined in the annual programme	Annual Lecture and Conference by 30/4/07	<b>Achieved</b>
		New member training by 31/8/07	<b>Achieved</b>
		Development days by 31/10/07	<b>Achieved</b>
		Judges' training by 30/11/07	<b>Achieved</b>
		Oral hearings training 18–20/3/08	<b>Achieved</b>
<b>54.</b> Strengthen victim awareness among staff and members	Deliver victim awareness training for staff and members	By 31/3/08	<b>Achieved</b>

## Performance Against Business Plan 2007/08 (continued)

### Strategic Aim 3 – Independence, Strategy and Development

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

Objective	Action plan	Indicator/target	Performance
<b>55.</b> Ensure that the Management Board is provided with the support and advice needed to make informed decisions on policy and strategy	Organise ten meetings and issue papers on time	By seven working days' before each meeting	<b>Achieved</b>
<b>56.</b> Demonstrate public accountability by publishing the Board's Annual Report and Accounts for 2006/07	Prepare timetable and set up editorial board	By 30/4/07	<b>Achieved</b>
	Submit to Management Board and publish	By 26/7/07	<b>Not achieved</b> (Annual Report and Accounts published 12/10/07)
<b>57.</b> To develop a Business Plan for 2008/09	Hold business planning meetings with staff, members, Pre- and Post-Release section of PPU	To publish a Business Plan for 2008/09 by 31/3/2008	<b>Achieved</b>
<b>58.</b> Ensure the smooth transition to the Ministry of Justice	Establish a framework for managing the change	By 30/9/07	<b>Achieved</b>
<b>59.</b> Keep members and staff well informed of policy and practice developments	Publish ten issues of the Board Sheet newsletter for staff and members	Meet monthly publication deadlines	<b>Achieved</b>
<b>60.</b> Obtain feedback from members and staff on attitudes and perceptions	Work with HR to conduct annual staff and member survey	Conduct survey by 31/10/07	<b>Not achieved</b> (Survey moved to 2008/09 in light of surveys carried out by liP and NAO)
	Publish results and action plan to address findings to staff and members	Publish results and action plan by 31/3/08	
<b>61.</b> Develop Board's website, including members extranet	Work with IT Dept to implement recommendations of review of navigation, design and content of website	Implement by 31/3/08	<b>Achieved</b>
<b>62.</b> Improve engagement with key stakeholders	Keep key stakeholders updated with Board developments	Send out information to key stakeholders at least every quarter	<b>Achieved</b>
<b>63.</b> Achieve compliance with the Freedom of Information Act	Answer FOI requests within statutory deadlines	Answer 95% of FOI requests within 20 working days' of receipt	<b>86%</b>
	Review and update corporate FOI Publication Scheme	Review and publish updated Scheme by 31/3/08	<b>Achieved</b>
<b>64.</b> Implement remote working for members via secure laptops	Purchase laptops and train members	By 31/7/07	<b>Achieved</b>
<b>65.</b> Continue to improve existing case-working IT systems and make them more robust	Liaise with current IT network provider to review viability of existing systems	Review progress by 31/7/07	<b>Achieved</b>
<b>66.</b> Support Lifer Research Database and provide monthly reports	Continue to work with the researchers to refine database	Monthly reports to be produced	<b>Partially achieved</b> (Work has continued in support of the lifer database but monthly reports have not yet been produced)
<b>67.</b> Structure Parole Board shared drive	Hold discussions with current IT network provider to achieve satisfactory solution	By 30/9/07	<b>Achieved</b>
<b>68.</b> Maintain website and members area and update pages within five working days'	Continue to respond to requests for change	Ongoing	<b>Achieved</b>

# Determinate Sentence statistics

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

## Summary of Determinate Sentence cases considered by the Parole Board 2002/03 – 2007/08

England and Wales Parole Board cases	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Cases considered	6,012	6,038	7,297	7,528	6,923	<b>6,012</b>
Recommended for release	3,175	3,206	3,794	3,718	2,478	<b>2,157</b>
<b>Percentage of cases considered recommended for parole</b>	52.8%	53.1%	52.0%	49.4%	35.8%	<b>35.9%</b>

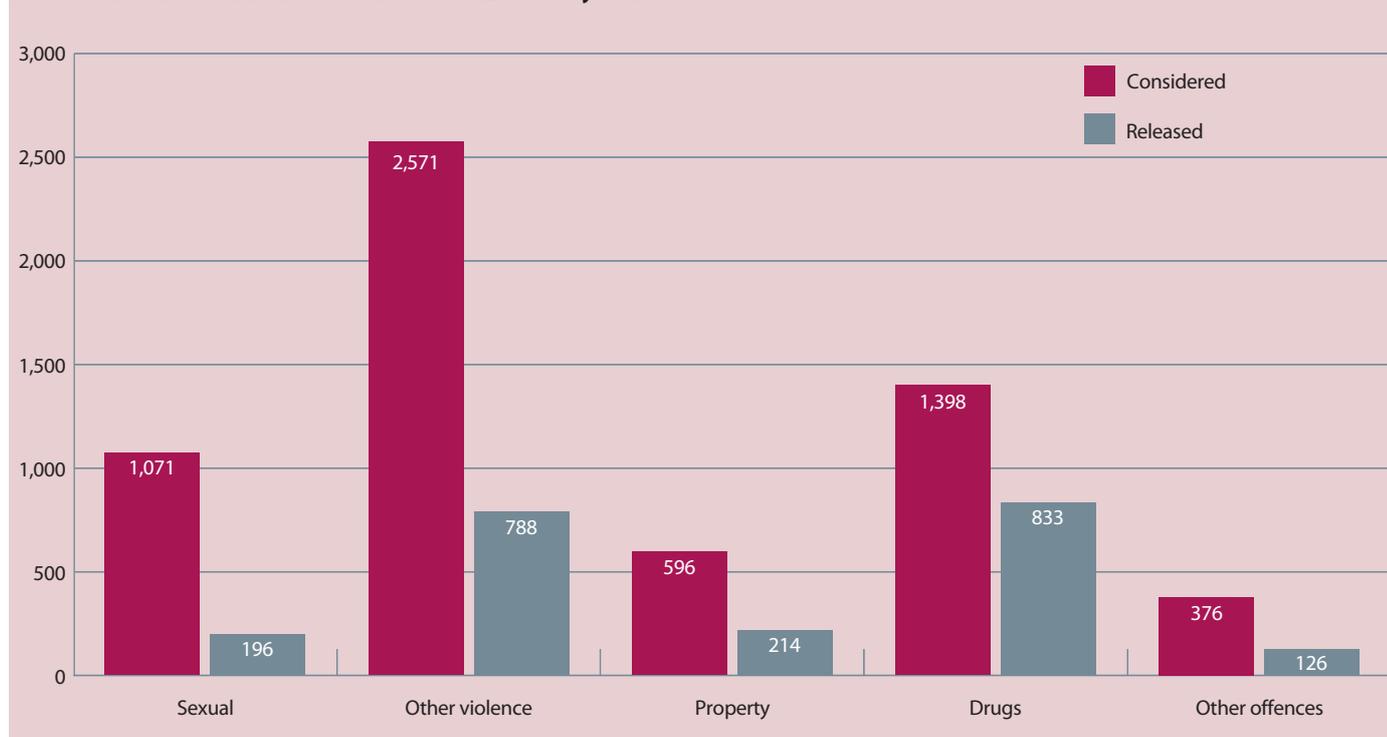
## Summary of DCR cases heard by oral hearing 2006/07 – 2007/08

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

## Summary of EPP cases considered by the Parole Board 2006/07 – 2007/08

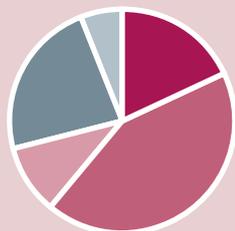
England and Wales Parole Board cases	2006/07	2007/08
Cases considered	934	<b>1,269</b>
Recommended for release	91	<b>93</b>
<b>Percentage of cases considered recommended for parole</b>	9.7%	<b>7.3%</b>

## Determinate sentence cases considered and released: by offence 2007/08



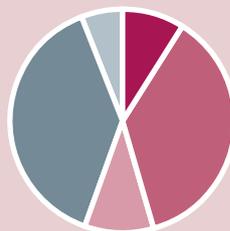
## Determinate Sentence statistics (continued)

**Determinate Sentence cases – Considered**



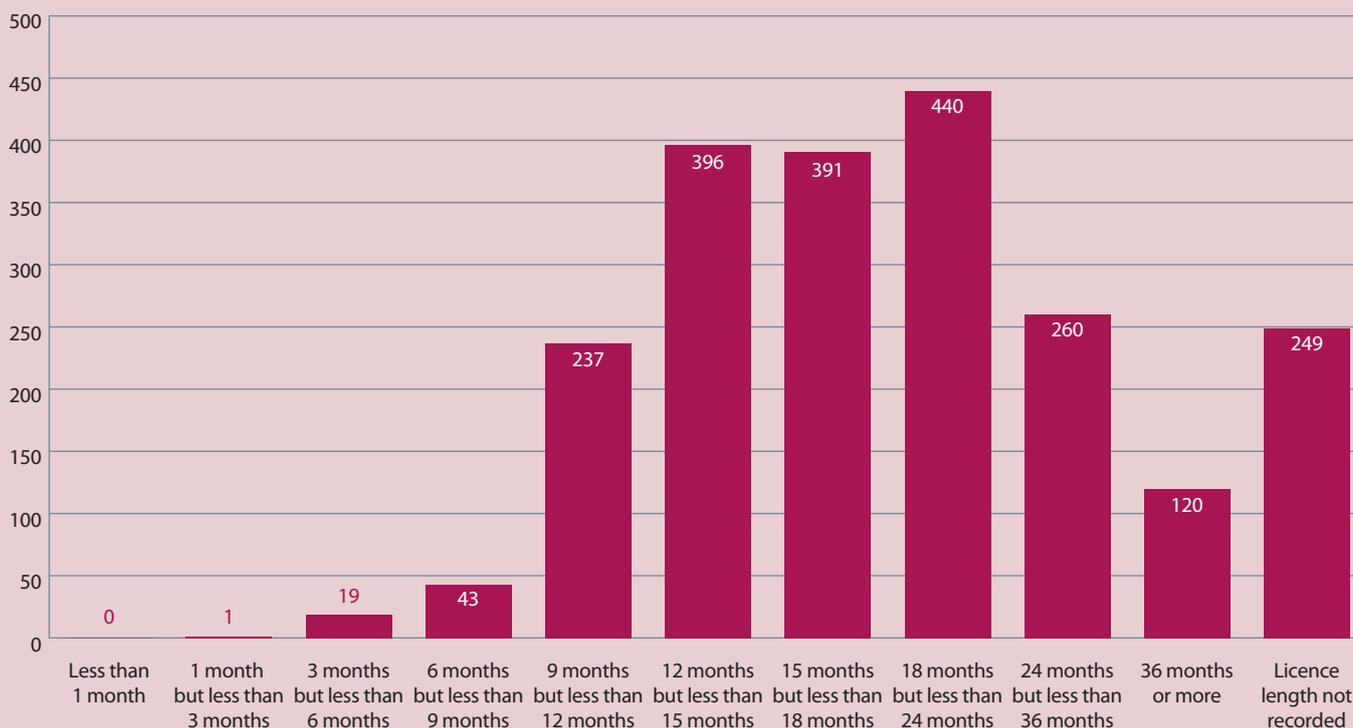
Sexual	18%
Other violence	43%
Property	10%
Drugs	23%
Other offences	6%

**Determinate Sentence cases – Released**



Sexual	9%
Other violence	37%
Property	10%
Drugs	39%
Other offences	6%

**All Determinate Sentences – Cases released 2007/08 by length of licence**



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

### Prisoners on parole from Determinate Sentences 2002/03 – 2007/08

Year	Average number on parole
2002/03	3,200
2003/04	3,600
2004/05	4,034
2005/06	4,683
2006/07	4,285
<b>2007/08</b>	<b>3,390</b>

### Persons recalled from parole from Determinate Sentences, by reason for recall 2005/06 – 2007/08

Reasons for recall*	Number of recalls		
	2005/06	2006/07	2007/08
Further offences	302	246	<b>231</b>
Being out of touch	242	201	<b>134</b>
Hostel: failure to reside/comply	109	203	<b>142</b>
Other reasons	340	564	<b>419</b>
All reasons	993	1,214	<b>926</b>

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

### Prisoners on parole from Determinate Sentences recalled 1997/98 – 2007/08

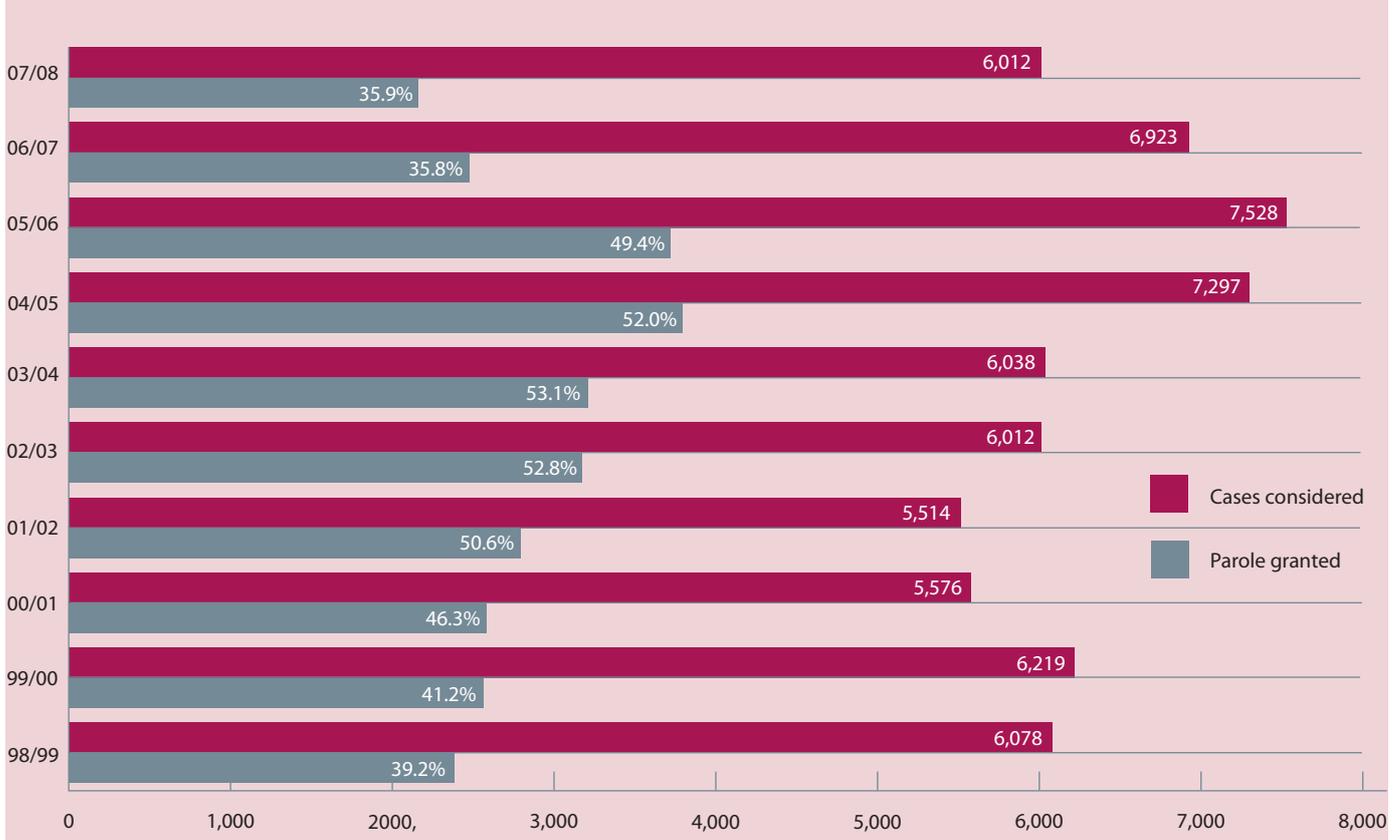
	Number recalled	Recall as a % of average number on parole
1997/98	190	8.2
1998/99	233	11.1
1999/00	250	10.1
2000/01	267	9.6
2001/02	329	10.9
2002/03	420	13.1
2003/04	601	16.6
2004/05	712	17.4
2005/06	993	21.2
2006/07	1,214	28.3
<b>2007/08</b>	<b>926</b>	<b>27.3</b>

## Determinate Sentence statistics (continued)

### Summary of recall cases 2006/07 – 2007/08

	Number of recalls 2006/07	Number of recalls 2007/08
Emergency recalls	3,032	<b>3,384</b>
Standard recalls	8,199	<b>8,372</b>
Reps after recall	34	–
Total	11,265	<b>11,756</b>
Total cases considered by the Parole Board including further reviews	14,669	<b>19,060</b>

### Determinate sentence parole reviews and decisions 1998/99 – 2007/08



## Challenges/complaints – 2006/07 – 2007/08

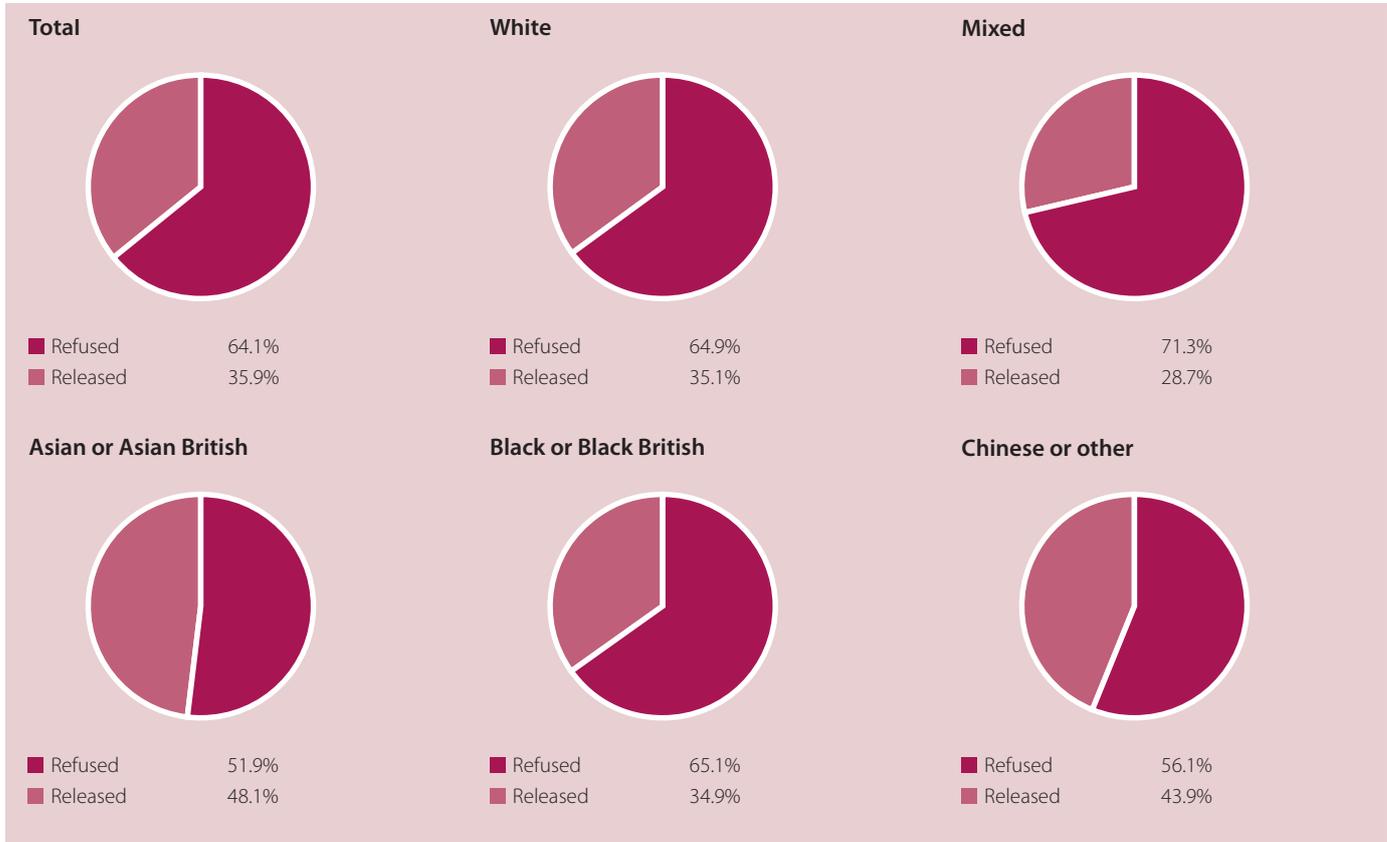
	Number	
	2006/07	2007/08
New information which might affect the decision to grant parole	148	<b>86</b>
Challenges/complaints against the panel's decision	174	<b>189</b>
Other challenges/enquiries	685	<b>922</b>
Requests for advice from the Post- Release Section concerning the panel's decision	139	<b>1</b>
Requests for non-standard licence conditions to be inserted/varied/removed	1,630	<b>1,360</b>
Miscellaneous including Freedom of Information and Data Protection enquiries	128	<b>123</b>
Other complaints	81	<b>87</b>
Total	2,985	<b>2,768</b>
Reply sent within 20 working days'	97%	<b>96%</b>

## DCR cases considered and released on parole by ethnic group, 2007/08

	All sentences
<b>Total*</b>	
Considered	<b>6,010</b>
Released	<b>2,156</b>
<b>% released</b>	<b>35.9%</b>
<b>White</b>	
Considered	<b>4,373</b>
Released	<b>1,537</b>
<b>% released</b>	<b>35.1%</b>
<b>Mixed</b>	
Considered	<b>181</b>
Released	<b>52</b>
<b>% released</b>	<b>28.7%</b>
<b>Asian or Asian British</b>	
Considered	<b>430</b>
Released	<b>207</b>
<b>% released</b>	<b>48.1%</b>
<b>Black or Black British</b>	
Considered	<b>959</b>
Released	<b>335</b>
<b>% released</b>	<b>34.9%</b>
<b>Chinese or other</b>	
Considered	<b>41</b>
Released	<b>18</b>
<b>% released</b>	<b>43.9%</b>

\*In 26 cases the ethnic group was unrecorded or listed under the 1991 census code.

## Determinate Sentence statistics (continued)



### Summary of Determinate Sentence deport cases 2007/08\*

England and Wales Parole Board cases	2007/08
Cases considered	<b>313</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 Extended Sentence cases considered by oral hearing 2005/06 – 2007/08

England and Wales oral hearings	2005/06*	2006/07*	2007/08
Cases considered	317	326	<b>360</b>
Release directed	114	54	<b>81</b>
<b>Percentage of cases where release directed</b>	36%	17%	<b>22%</b>
Release not directed	162	167	<b>194</b>
<b>Percentage of cases where release not directed</b>	51%	51%	<b>54%</b>
Adjourned	41	105	<b>85</b>
<b>Percentage of cases adjourned/deferred at hearing</b>	13%	32%	<b>24%</b>

\*Prior to 2005/06 Extended Sentence prisoners cases were included with lifer oral hearings.

### Summary of *Smith and West* recall cases considered by oral hearing 2005/06 – 2007/08

England and Wales oral hearings	2005/06	2006/07	2007/08
Cases considered	388	674	<b>459</b>
Recall confirmed release immediately	134	113	<b>54</b>
Recall confirmed release at specified date	138	356	<b>157</b>
Recall confirmed review at specified date	27	63	<b>56</b>
Recall confirmed decline to set a review date	37	63	<b>97</b>
<b>Percentage of cases where recall confirmed</b>	86%	88%	<b>79%</b>
Recall rejected release immediately	6	11	<b>9</b>
Recall rejected release at specified date	1	1	<b>5</b>
Recall rejected review at specified date	–	–	<b>2</b>
<b>Percentage of cases where recall rejected</b>	2%	2%	<b>4%</b>
Deferred/adjourned at hearing	45	67	<b>79</b>
<b>Percentage of cases adjourned/deferred at hearing</b>	12%	10%	<b>17%</b>

### *Smith and West* cases sifted and resolved without an oral hearing 2007/08

England and Wales oral hearings	2007/08
Number of applications for an oral hearing	<b>889</b>
Number of cases rejected for consideration by oral hearing	<b>430</b>
Savings to the Board	<b>£350,000</b>

# Indeterminate Sentence statistics

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

## Summary of mandatory, discretionary and automatic life sentence prisoners, Her Majesty's pleasure and IPP detainees considered by oral hearing 2003/04 – 2007/08

England and Wales oral hearings	2003/04*	2004/05*	2005/06	2006/07	2007/08
Cases considered	1,018	1,341	1,195	1,421	<b>1,423</b>
Release directed	254	290	270	207	<b>216</b>
<b>Percentage of cases where release directed</b>	25%	21%	23%	15%	<b>15%</b>
Release not directed	627	896	723	830	<b>937</b>
<b>Percentage of cases where release not directed</b>	62%	67%	61%	58%	<b>66%</b>
Adjourned	137	155	202	384	<b>270</b>
<b>Percentage of cases adjourned/deferred at hearing</b>	13%	12%	17%	27%	<b>19%</b>
<b>Transfer to Category D recommended</b>	226	211	175	169	<b>241</b>

\*Includes Extended Sentence prisoners.

## Summary of IPP cases considered by oral hearing 2006/07 – 2007/08

England and Wales oral hearings	2006/07	2007/08
Cases considered	74	<b>253</b>
Release directed	6	<b>17</b>
<b>Percentage of cases where release directed</b>	8%	<b>7%</b>
Release not directed	44	<b>192</b>
<b>Percentage of cases where release not directed</b>	59%	<b>76%</b>
Adjourned	24	<b>44</b>
<b>Percentage of cases adjourned/deferred at hearing</b>	32%	<b>17%</b>
<b>Transfer to Category D recommended</b>	2	<b>21</b>

\*Includes Extended Sentence prisoners.

## Summary of life sentence prisoners, Her Majesty's detainees and IPP cases considered by paper panel 2003/04 – 2007/08

England and Wales life sentence prisoners	2003/04	2004/05	2005/06	2006/07	2007/08
Cases considered	654	273	249	283	<b>397</b>
Recommended for release	139	59	37	8	<b>0*</b>
<b>Percentage of cases where release recommended</b>	21%	22%	15%	3%	–
Proceed to oral hearing					<b>116</b>
Release not recommended	469	209	209	259	<b>262</b>
<b>Percentage of cases where release not directed</b>	72%	77%	84%	91%	<b>0%</b>
Deferred for further consideration	46	5	3	16	<b>19</b>
<b>Percentage of cases deferred for further consideration</b>	7%	2%	1%	6%	<b>5%</b>

\*Lifers were no longer released on the papers only.

## Advice cases considered by paper panel 2003/04 – 2007/08

England and Wales life sentence prisoners	2003/04	2004/05	2005/06	2006/07	2007/08
Cases considered	355	352	224	122	<b>94</b>

## \*Life licensees recalled to prison, 2003/04 – 2007/08

England and Wales life licencees	2003/04	2004/05	2005/06	2006/07	2007/08
Numbers recalled	52	90	140	178	<b>114</b>

\*Source – Lifer section, Ministry of Justice.

## \*Life licensees recalled to prison, 2006/07 – 2007/08

Reasons for recall	2006/07	2007/08
Allegations of sexual or violent offending	71	<b>25</b>
Allegations of non-violent offending	26	<b>25</b>
Breach of licence	50	<b>30</b>
Deterioration of behaviour	104	<b>34</b>
Total number recalled	178	<b>114</b>

\*Source – Lifer section, Ministry of Justice.

## \*Life licensees under active supervision 2004/05 – 2007/08

Year	Average number under supervision
2004/05	1,350
2005/06	1,368
2006/07	1,495
<b>2007/08</b>	<b>1,751</b>

\*Source – Lifer section, Ministry of Justice.

# Accounts

A statement of accounts for the Parole Board for the financial year reporting on the management of public funds and how they were spent.





# Statement of Accounts

## Management commentary

### Background and statutory framework

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

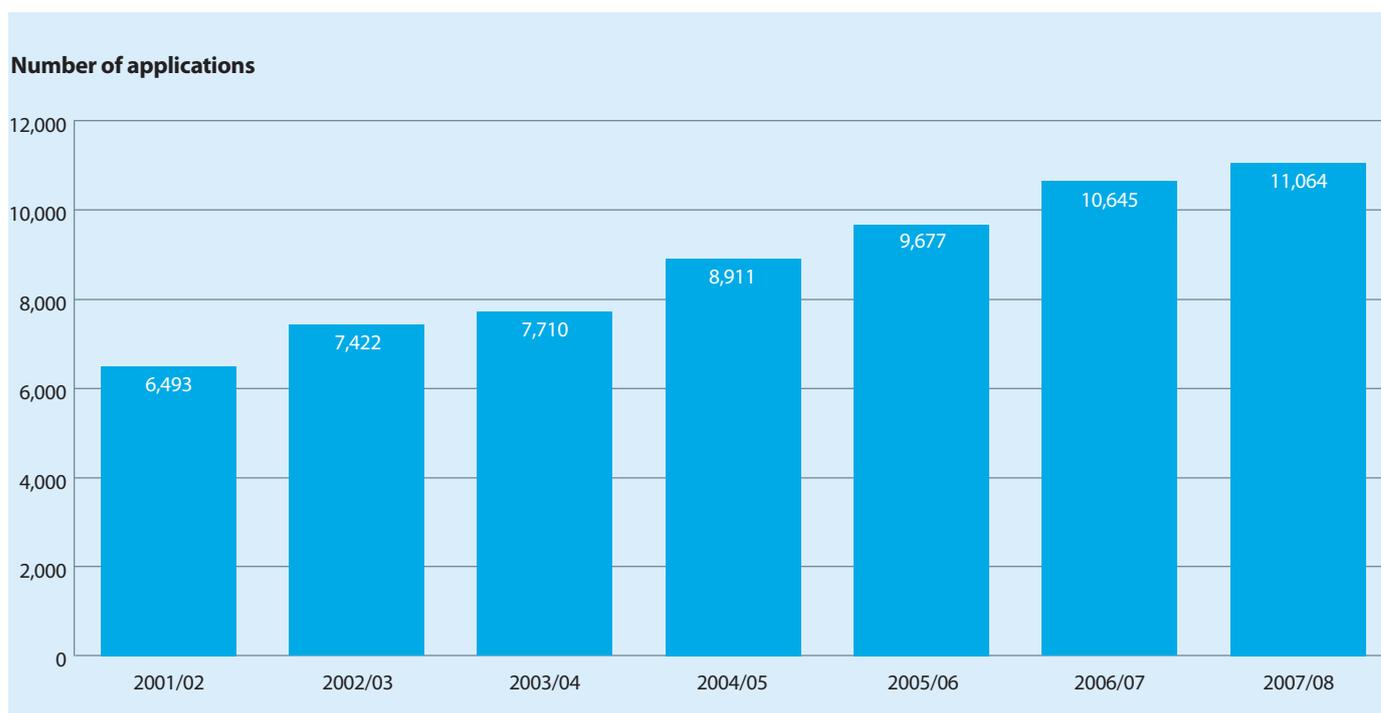
### Principal activities

**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 extended sentences and Indeterminate Sentences for public protection:** reviews based on a dossier of papers presented to the Board by the Prison Service on behalf of the Secretary of State. These are initially considered on paper by a single member who is experienced in adjudicating in such cases. If the decision of the single member is that the case is unlikely to end in release this provisional decision is communicated to the prisoner who may then choose not to pursue the application any further at this time or alternatively may exercise the right to an oral hearing. If the single member considers that the case is likely to be suitable for early release, or requires an oral hearing in any case, the case is referred to a panel of three members of the Board, which will normally include a judge, a psychiatrist and an independent member. The Secretary of State similarly has the right to refer the case to a full oral hearing if he is not content with the decision of the paper panel.

Overall, 11,064 applications were decided which compares with 10,645 in 2006/07. Although the rise in applications is relatively small at 4%, there has been a significant increase in the resource intensive three member oral hearings from 1,831 to 2,072. The table below charts the caseload over the last seven years.



### The Parole Board:

- considers, under the Criminal Justice Act 1991, the early release of Determinate Sentenced prisoners serving four years or more. By the Parole Board (Transfer of Functions) Order 1998 the Board has delegated authority to decide applications from prisoners serving less than 15 years; for those serving 15 years or more it makes a recommendation to the Secretary of State.
- considers, under Part II of the Crime (Sentences) Act 1997, the release of mandatory life sentenced prisoners. Until November 2003, the Board made recommendations to the Secretary of State about release. Following the implementation of the Criminal Justice Act 2003, the Board have had responsibility for making the final decision on whether or not to release.
- has authority, under the Crime (Sentences) Act 1997, to direct the release of discretionary life sentenced prisoners, those given life sentences under Section 2 of the 1997 Act (now Section 109 of the Powers of Criminal Courts (Sentencing) Act 2000) and persons detained during Her Majesty's Pleasure; and under the Criminal Justice Act 2003, to direct the release of those given Indeterminate Sentences for public protection.
- makes, under the Criminal Justice Act 1991 (in the case of Determinate Sentenced prisoners) or the Crime (Sentences) Act 1997 (in the case of life sentenced prisoners), recommendations to the Secretary of State on the revocation of licences of prisoners who have breached their licence conditions, and considers representations by prisoners who have been recalled to prison. The 1991 Act was amended by the Crime and Disorder Act 1998 to bring the arrangements for the recall to prison of short-term prisoners into line with those for long-term prisoners. The Crime and Disorder Act 1998 also introduced provisions (now in section 85 of the Powers of Criminal Courts (Sentencing) Act 2000) for sentences to be extended for licence purposes; prisoners serving extended sentences who are recalled may make representations to an oral hearing of the Parole Board.
- considers, under the Criminal Justice Act 2003, whether the recall to prison of Determinate Sentence prisoners by the Secretary of State was justified, considers representations from prisoners on these recalls and determines whether re-release is appropriate.

The Criminal Justice and Immigration Act 2008 received Royal Assent on 8 May 2008. Its provisions did not take effect in the year covered by this report.

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.

## Review of objectives

### Discretionary Conditional Release

The Board considered 7,594 (7,857 in 2006/07) applications from Determinate Sentence prisoners. Of these, 6,012 (6,923 in 2006/07) were Discretionary Conditional Release, and 1,269 (934 in 2006/07) were prisoners with extended public protection provisions and 313 (nil in 2006/07) were deport cases.

DCR cases comprise Determinate Sentenced prisoners whose offence was committed before 4 April 2005 and received a sentence of four years or more. Due to the provisions of the Criminal Justice Act 2003 the number of these prisoners is falling and this is reflected in the 13% drop in cases. The Criminal Justice and Immigration Act 2008 introduced measures which will further reduce DCR cases.

For the second successive year we are unable to report on notifications of decisions within two weeks of Parole Eligibility Date as these statistics have not been provided by NOMS.

The number of indeterminate paper panel cases considered by the Board was 491 (405 in 2006/07).

## Statement of Accounts (continued)

### Oral hearings

The total number of oral cases considered by the Board was 2,531 (2,505 in 2006/07). The number of oral hearings cases for Indeterminate Sentenced prisoners was 1,676 (1,495 in 2006/07). This rise reflects the growing number of prisoners with Indeterminate Sentences referred to the Board for oral hearings. Although Lifer cases have remained at the same level, there has been a substantial increase from 74 (in 2006/07) to 253 (in 2007/08) in Indeterminate for Public Protection cases considered by the Board. There were 396 three member Determinate Sentence oral hearings.

In addition, there were 459 (674 in 2006/07) recall cases conducted by a single member to hear representations against recall to prison for Determinate Sentence prisoners following the House of Lords' judgment in January 2005 in the case of *Smith & West*. The number of *Smith & West* oral hearing cases has decreased as prisoners are now required to show that they have specific grounds to appeal that comply with the court decision. 430 appeals failed to show adequate grounds.

The Board's objective was that in 90% of cases decisions of oral hearings should be communicated within five days' of the hearing and this was achieved in 66% (80% in 2006/07) of cases.

### Paper recalls of Determinate Sentence prisoners

The implementation in April 2005 of provisions in the Criminal Justice Act 2003 for the recall to custody of Determinate Sentence prisoners resulted in the Board considering 19,060 cases including further reviews. This compares with 14,669 cases considered in 2006/07. This was 16% above the levels included in the Business Plan. The Board introduced single member recall panels in February 2007 for the more straightforward cases and 64% of paper recalls in 2007/08 were considered by single member panels. This saved over £200,000. There were two occasions during the year when the post-release section of the Ministry of Justice identified a backlog of cases that had not been sent to the Parole Board for decision, the first of over 800 cases and the second of over 400 cases. This caused considerable difficulty in our ability to plan our workload and deliver our targets. Despite this we continued to meet the deadline of six days' between referral and decision in 84% of cases.

Type of case	Business Plan projections (based on estimates provided by Ministry of Justice)	Actual cases handled
Discretionary Conditional Release and deport cases	7,300	6,325
Extended Public Protection	1,178	1,269
Indeterminate paper review and advice cases	685	491
Intensive Case Management cases	No estimate	1,066
Oral hearings including recalls-Lifer and IPP	2,100	1,676
Oral hearings-Determinates-Recalls- <i>Smith &amp; West</i> including sifts and ESP	No estimate	1,285
Recall (paper recalls)	16,400	19,060
<b>Total</b>	<b>27,663</b>	<b>31,172</b>

### Brooke judgment on independence

This case challenged the Board's relationship with the Secretary of State with four claimant prisoners arguing that the relationship was so close that the Board could not be considered or be perceived as an independent body. On 1 February 2008 the Court of Appeal upheld the ruling in the High Court that the present arrangements of the Board do not sufficiently demonstrate its objective independence of the Secretary of State as required by both English common law and Article 5(4) of the ECHR. The Court declared that the Board is not sufficiently independent to constitute a "court" so long as the current sponsorship arrangements exist in their present form.

Officials from the Ministry of Justice have indicated that they will not lodge a further appeal to the House of Lords. This means they will have to take the necessary steps to ensure that the Board does become sufficiently independent. As a first step they transferred the sponsorship, within the Ministry of Justice, away from NOMS and into the Access to Justice Group.

## NAO Value for Money Report

The NAO Value for Money report concluded that:

“The Board is working hard to improve its performance in managing work, but is not able to handle its own workload, and is heavily constrained by delays within the Ministry of Justice, H M Prison Service and the Probation Service in providing timely and complete data for the parole system.”

It went on to say that:

“Incomplete and late information makes it harder for the members to make their decisions, posing a greater risk that the wrong decision may be made although figures suggest... that standards of risk assessment are being maintained.”

## Intensive Case Management

ICM is a multi stakeholder approach to improve the oral hearing process. The first 1,066 dossiers were assessed under ICM during 2007/08. The indications are that this will have a significant impact in reducing deferrals, improving the content of dossiers and identifying cases where paper decisions can be made. Deferral rates have already fallen under these new arrangements.

## Risk management

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

## Basis for preparing the accounts

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

## Going concern

The balance sheet at 31 March 2008 shows a deficit on the Income and Expenditure Reserve of £19,540. This reflects the inclusion of liabilities falling due in future years, which may only be met by future grants-in-aid from the Parole Board's sponsoring department, the Ministry of Justice. The Board's accounts are drawn up on a going concern basis. The *Brooke* judgment may lead to changes in how the Board's functions are delivered.

## Funding

On 9 May 2007 the Board's sponsor changed from the Home Office to the Ministry of Justice. The Board's only source of income is grant-in-aid which is provided by its sponsor department. This was £7,500,000 for 2007/08 which was an increase of £859,175 (13%) on 2006/07. Our budget allocation was £7,789,000 and £289,000 of this was not required. Our budget was increased to enable us to develop the quality agenda. A Director of Quality and Standards was appointed but sadly suffered a fatal accident before taking up office. This led to delays in establishing a Quality Unit and underspending resulted. Additional savings were made on *Smith & West* cases. The Board has reviewed how it implements the 2005 House of Lords judgment that Determinate Sentenced prisoners who are recalled should have an oral hearing. Oral hearings for these cases now take place only when there are specific grounds of appeal.

The Board's cash at bank as at 31 March 2008 was £485,217. This bank balance was required as the Board pays its members' fees just after the month end and £236,925 was required for this purpose. Additional monies were drawn down to reduce the deficit on the Income and Expenditure account. All other miscellaneous receipts, including interest received on the Board's bank account, are surrendered to the Ministry of Justice for payment to the Consolidated Fund.

## Financial performance

The total net expenditure by the Board was £7,382,612 (2006/07 £6,589,739). Grant-in-aid is credited to reserves and the Board's financial statements do not show an operating result. The Board reduced the deficit on general reserves by £164,091 from £183,631 to a deficit of £19,540. The balance sheet indicates total reserves of £64,824 as at 31 March 2008; this compares with a balance sheet deficit of £52,564 at 31 March 2007. £46,703 was transferred from the capital reserve to fund depreciation on assets financed by capital grant-in-aid in 2006/07. This reduced the balance on the capital reserve from £131,067 to £84,364.

## Statement of Accounts (continued)

### Unit costs

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

	2007/08	2006/07
<b>Paper hearing – Determinate Sentence case (DCR) and EPP</b>	<b>£276 per case</b>	£259 per case
<b>Oral hearings – three member panels for the hearing of lifer, IPP and extended sentence prisoners (ESPs)</b>	<b>£1,640 per case</b>	£1,460 per case
<b>Oral hearings – single member panels for the hearing of representations against recall for Determinate Sentence prisoners</b>	<b>£818 per case</b>	£1,132 per case
<b>Recalls under the Criminal Justice Act 2003</b>	<b>£55 per case</b>	£68 per case

The increase in cost of three member oral hearings is due to the start up costs of Intensive Case Management, the benefits of which will show in the subsequent year. The cost of the single member recall panel has reduced as oral hearings for these cases now take place only when there are specific grounds of appeal.

### Fixed assets

New office furniture was purchased to comply with our Health and Safety responsibilities. The year also saw the acquisition of further minor IT hardware.

### Payment performance

The Board's policy, in line with government requirements, is to pay a minimum of 95% of its creditors within 30 days, with a target of achieving a 100% payment rate within 30 days. During 2007/08 99% (94.5% in 2006/07) of all invoices were paid within the target period.

### Audit

Internal audit services are provided by the Ministry of Justice Internal Audit Division and in 2007/08 the amount charged for these services was £14,629. This included the provision of 30 days' audit, attendance at meetings of the Audit & Risk Management Committee and provision of guidance and assurance.

External audit is provided by the National Audit Office and the Certificate of the Comptroller and Auditor General to the House of Commons is attached to these Accounts. The Board has accrued for £17,000 in respect of the statutory audit for 2007/08. 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 funding

The Board secures funding from its sponsor based on budgets prepared in line with expected case loads. The settlement for 2008/09 is £8,360,000 which is a very significant increase over the previous year. The increase in funding will enable the Board to strengthen its management structure, review its IT systems, deliver Intensive Case Management of its oral hearings and finally establish a Quality Unit to review the quality and consistency of decisions made by the Board.

I am pleased to report that the budget settlements for 2007/08 and 2008/09 were notified to the Board before the beginning of the finance year.

### Developments and research

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

Figures provided to the Board by the Ministry of Justice show a steady increase over the past five years' in the proportion of released life sentenced prisoners that are recalled. The Board has continued to press the Ministry of Justice to undertake research aimed at explaining this rise. Our Lifer Database will over time allow detailed research on all aspects of Indeterminate Sentenced prisoners released back into the community. The first report from the database was delivered this year.

## Corporate governance

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

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

The Chief Executive was Christine Glenn.

The full-time salaried member of the Board during 2007/08 was Sarah Lightfoot (Director of Performance & Development).

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

Other interests of senior management were as follows:

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

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

## Management Board

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

- Sarah Lightfoot – Director of Performance & Development
- Diana Fulbrook
- Linda McHugh
- Tony Pembroke (until 8 March 2008)
- Alison Stone

There were ten meetings of the Management Board during 2007/08. All details concerning payments to the full-time member 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 & Risk Management Committee

The Board has an Audit & Risk Management Committee, which meets four times a year. The part-time non-executive members of this Committee during 2007/08 were:

- Tony Pembroke (Chairman until 8 March 2008)
- Linda McHugh (Chairman from 8 March 2008)
- Professor Andrew Rutherford
- Peter Wilshaw
- Cedric Pierce
- John McNeill (resigned 31 October 2007)

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;
- the risk of internal financial fraud.

## Statement of Accounts (continued)

### 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 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. To this end an assessment was carried out during 2006/07 and a consequent strategy is being implemented to tackle a few areas under the revised standard which the Board still needs to address. The assessor has noted that progress has been made in 2007/08 and will make a further assessment during 2008/09.

### Member and employee involvement

Members were consulted through a round of member development days that were held in October. 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 2008/09. Staff have continued to be involved and informed through regular meetings with the Chief Executive and other staff meetings including a staff away day. Information on procedures and performance was circulated by means of regular fortnightly communications by e-mail to all staff from the Chief Executive. Members and staff also receive the monthly publication *the Board Sheet* and attend the annual conference and annual lecture.

### Video conferencing

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

### Equal opportunities and diversity

The Parole Board is committed to a policy of equal opportunity for all members and staff, regardless of ethnic origin, religious belief, gender, sexual orientation, disability, age or any other irrelevant factor. It will also provide guaranteed interviews to candidates who qualify under the requirements of the Disability Discrimination Act 1995 who meet the criteria for jobs in the Secretariat. The appointment of members is the responsibility of the Secretary of State. Parole Board members are trained to act fairly when considering cases. The Board has secured funding which will enable it to work in partnership with Operation Black Vote in the coming year on member recruitment. It is also working on publishing an integrated Equality Action Plan.

### Health and safety

The Parole Board is committed to maintaining the standards required by the Health & Safety at Work Act 1974 and other United Kingdom and European regulations to the health and safety of its members and staff. The Board has a Health & Safety Officer. A review of health and safety took place in 2007/08 and a Health and Safety Committee was established with member and staff involvement.

### Change of sponsor

I would like to place on record my thanks to Russell A'Court the head of our sponsor unit at the Post-Release section of the Ministry of Justice until the transfer to the Access to Justice Group at the Ministry of Justice for his help and support. I look forward to working with our new sponsor in the coming years.

### Christine Glenn

#### Chief Executive and Accounting Officer

30 June 2008

The Parole Board for England and Wales

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

Under Schedule 5 to the Criminal Justice Act 1991, as amended by Schedule 10 to the Criminal Justice and Public Order Act 1994, the Parole Board is required to prepare a statement of accounts for each financial year in the form and on the basis directed by the Secretary of State, with the approval of the Treasury. The accounts are prepared on an accruals basis and must give a true and fair view of the Parole Board's state of affairs at the year end and of its income and expenditure 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 judgments 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 Accounting Officer of the Ministry of Justice has designated the Chief Executive as Accounting Officer of the Parole Board. The Chief Executive's relevant responsibilities as Accounting Officer, including her responsibility for the propriety and regularity of the public finances and for the keeping of proper records, are set out in the Non-Departmental Public Bodies' Accounting Officers' Memorandum issued by the Treasury and published in *Managing Public Money*.

# Statement on Internal Control

## Scope of responsibility

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

## The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of departmental policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Parole Board for the year ended 31 March 2008 and up to the date of approval of the annual report and accounts, and accords with Treasury guidance.

## Capacity to handle risk

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

## The risk and control framework

During 2007/08 a number of developments have been made to the Parole Board's internal control environment:

- Further embedding of the risk framework throughout the organisation to encompass operational as well as strategic risk.
- Project risk and operational risk have been fully incorporated into the quarterly assessments of the Audit & Risk Management Committee.
- Formal risk management presentations were made by operational departments.
- Guidelines for risk managers have been implemented and are available to all staff.

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

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

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

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

## Risk assessment

The annual review of strategic corporate risks was carried out in November 2007 and the resultant risk register was subsequently reviewed by the Board's Audit & Risk Management Committee at its meeting on 6 December 2007. The current top risk priorities for the Parole Board which reflect amongst other things the change in the legal environment following the *Brooke* case and the pressures faced by our criminal justice partners are:

- Failure of outside agencies to provide the Board with adequate information on prisoners so that it would be less able to carry out well informed and timely risk assessments.
- Inadequate human resources (judges, other members and staff) making the Board unable to handle the changing and increasing workload or respond to the change and improvement agenda.
- Handling rapid change resulting from the *Brooke* judgment and change of sponsor.

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

- The provision and review of regular management information.
- Financial and administrative procedures including delegations of authority and segregation of duties.
- Formal approval by the Management Board of business plans and their regular review against performance.
- Regular reviews by management of financial and operational reports indicating performance against forecasts.
- Health, Safety and Security risk and assurance processes.
- A Business Continuity Plan.
- An environment whereby both management and staff view the management of risk as an opportunity to manage proactively the risks to the Agency's objectives.
- A fraud risk management policy.

## Business continuity plan

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

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

## Data security

In 2006/07 we implemented secure e-mail following a recommendation by internal audit. We provided each of our members with a laptop for this purpose. The highly publicised loss of data by a government department during 2007/08 led to an internal security review and a wider review of security policy. As a result of this all laptops used by Board members and staff were encrypted to ensure the security of data in the event of loss.

## Review of effectiveness

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

## Statement on Internal Control (continued)

The Audit & Risk Management Committee, which meets four times a year, reports to the Management Board on the implications of assurances provided in respect of risk and control in the Parole Board and the sufficiency of audit arrangements. As Chief Executive and owner of the risk management process, I sit on this Committee. The Audit & Risk Management Committee reviews both the internal and external auditing requirements, the adequacy of the financial systems, risk management, control and governance. The Management Board reviews the Parole Board performance reports and reports of progress against our Business Plan.

### Internal audit

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

At least annually, the Head of Internal Audit (HIA) provides me with a report on internal audit activity. The report includes the HIA's independent opinion on the adequacy and effectiveness of the Board's system of internal control. The overall opinion of the HIA reported to me in March 2008 was that "In my opinion, based on audit work undertaken during 2007/08, the operational control environment within the Parole Board was adequately controlled."

### Significant issues

Intensive Case Management was implemented to reduce the unacceptably high level of oral hearings deferred. The fundamental cause of this has been the poor quality of dossiers provided complete and on time to the Board. It is a matter of regret that the Prison Service has now dispensed with its own performance target on dossier production. Some 1,066 cases have now been through the ICM process and the early trend in reduced deferrals is encouraging. The National Audit Office recommendation for a whole system target in this area is welcomed and we look forward to its development and introduction.

The Board continues to depend on the sponsoring department (formerly the Home Office and now the Ministry of Justice) for the provision of all major business support functions.

The Board is disappointed that it has not been possible to implement agreed changes to the Parole Board Rules. Discussions on these Rules have been taking place since 2006. The lack of progress means that the single member arrangements for *Smith and West* oral hearings have still not been regularised. It also limits the flexibility of the Board in dealing with its casework as well as being more expensive. Proposals for amendments made by the Board would also improve the efficiency and effectiveness of other agencies. It is hoped that early progress will be made to make these changes.

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

### Christine Glenn

#### Chief Executive and Accounting Officer

30 June 2008

The Parole Board for England and Wales

# Remuneration Report

## Remuneration policy

The Chairman and the Full-Time Member of the Parole Board are appointed by the Secretary of State for the Justice Department. The Chief Executive is appointed by the Parole Board. There are two Senior Managers who are seconded to the Parole Board from the Home Office. The four non-executive members of the Management Board are appointed by the Chairman of the Parole Board.

The Secretary of State determines the remuneration for the Chairman. The remuneration of the Chief Executive, Full-Time Member and Senior Managers is linked to the Home Office pay progression policy. The non-executive members of the Management Board are not salaried. They are fee paid at £181 per day for attendance at meetings. This amount is non-pensionable.

Performance targets for the Chair are set by the Secretary of State. Performance Development Reviews linked to the Board's Business Plan are used in assessing the performance for the Chief Executive, the Full-Time Member, Senior Managers and the Secretariat Staff.

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

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

## Tenure arrangements

The Chief Executive is a permanent employee. The Full-Time Member is an office holder on a three year renewable term. The Chairman is an office holder on a one year contract. Their remuneration is determined by the Secretary of State.

Name	Tenure expiry date
Duncan Nichol <i>Chairman</i>	31 May 2008
Sarah Lightfoot <i>Full-Time Member</i>	30 September 2009

The Head of Corporate Affairs (formerly the Head of Operations) and the Head of Casework are on an indefinite secondment contract from the Home Office.

The audited pension entitlements of the Chairman, the Full-Time Member, Chief Executive and Senior Executives during 2007/08 were as follows:

Name	Bands of £2,500		Bands of £5,000		£000	£000	£	£000
	Real increase in pension	Real increase in lump sum	Pension at end date	Lump sum at end date	CETV at 31 March 2007	CETV at 31 March 2008	Member contributions and transfers	Real increase in CETV funded by the Board
D K Nichol	0 – 2.5	0 – 2.5	0 – 5	0 – 5	60	<b>84</b>	2,435	18
C Glenn	0 – 2.5	2.5 – 5	5 – 10	15 – 20	111	<b>141</b>	1,214	4
S M Lightfoot	0 – 2.5	0 – 2.5	0 – 5	0 – 5	69	<b>98</b>	2,049	18
M J Stevens	0 – 2.5	0 – 2.5	15 – 20	55 – 60	322	<b>383</b>	802	13
T McCarthy	0 – 2.5	0 – 2.5	15 – 20	50 – 55	277	<b>335</b>	802	14
T Morris	5 – 7.5	(20 – 22.5)	15 – 20	0 – 5	169	<b>276</b>	1,871	77

The Chairman, the Full-Time Member and the Chief Executive are all full members of the Principal Civil Service Pension Scheme (PCSPS). Tim Morris opted to aggregate previous service and transfer to the Premium pension scheme during the year. This has resulted in a negative value for the real increase in lump sum and also the large increase in CETV.

## Remuneration Report (continued)

Audited remuneration and value of any taxable benefits in kind:

Name	2007/08		2006/07	
	Remuneration* Band of £5,000	Benefits in kind (rounded to the nearest £100)	Remuneration* Band of £5,000	Benefits in kind (rounded to the nearest £100)
Professor Sir Duncan Nichol <i>Chairman</i>	80 – 85	0	75 – 80	0
Christine Glenn <i>Chief Executive</i>	85 – 90	0	85 – 90	0
Sarah Lightfoot <i>Full-Time Member</i>	60 – 65	0	60 – 65	0
Mervyn Stevens <i>Head of Corporate Affairs</i>	55 – 60	0	55 – 60	0
Terry McCarthy <i>Head of Casework</i>	55 – 60	0	50 – 55	0
Tim Morris <i>Head of Communications</i>	50 – 55	0	55 – 60	0

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

Christine Glenn's remuneration includes £7,928 in respect of back dated pay rises for prior years. Tim Morris's remuneration for 2006/07 included £3,936 due for the previous year.

Peter Grant was employed as an Interim Head of Operations from 26 November 2007. Fees paid to his agency totalled £64,155 in 2007/08 (2006/07 £nil) and he received no pension benefits.

Julia Long was seconded to the Board as Head of Quality Unit for the period from November 2007 and £32,746 was recharged by the Ministry of Justice. Her secondment finished April 2008.

Mark Harris was appointed as the Director of Quality and Standards and tragically suffered a fatal accident before he took up his appointment. He received no remuneration or pension contributions from the Parole Board.

- Columns 6 and 7 of the table above show the member's CETV accrued at the beginning and the end of the reporting period. Column 9 reflects the increase in the CETV effectively funded by the Board. It takes account of the increase in accrued pension due to inflation, contributions paid by the member (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.
- A CETV is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003/04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the PCSPS arrangements and from which the Civil Service Vote has received a transfer payment commensurate to the additional pension liabilities being assumed. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.
- In addition to annual remuneration, non-pensionable bonuses are payable to members of the management team on the same basis as staff bonuses. These are performance related and in all cases were under 5% of salary.
- Pension benefits.

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

### Christine Glenn Chief Executive and Accounting Officer

30 June 2008

The Parole Board for England and Wales

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

I certify that I have audited the financial statements of the Parole Board for the year ended 31 March 2008 under the Criminal Justice Act 1991, as amended by the Criminal Justice and Public Order Act 1994. These comprise the Operating Cost Statement, the Balance Sheet, the Cash Flow and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

## Respective responsibilities of the Accounting Officer and auditor

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

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

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Criminal Justice Act 1991, as amended by the Criminal Justice and Public Order Act 1994 and by directions made thereunder by the Secretary of State with the consent of HM Treasury. I report to you whether, in my opinion, the information, which comprises the management commentary and the unaudited part of the Remuneration Report, included in the Annual Report is consistent with the financial statements. I also report whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

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

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

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

## Basis of audit opinions

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgments made by the Parole Board and Accounting Officer in the preparation of the financial statements, and of whether the accounting policies are most appropriate to the Parole Board's circumstances, consistently applied and adequately disclosed.

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

## The Certificate and Report of the Comptroller & Auditor General to the Houses of Parliament (continued)

### Opinions

In my opinion:

- the financial statements give a true and fair view, under the Criminal Justice Act 1991, as amended by the Criminal Justice and Public Order Act 1994 and directions made thereunder by the Secretary of State with the consent of HM Treasury, of the state of the Parole Board affairs as at 31 March 2008. and of its net expenditure for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Criminal Justice Act 1991, as amended by the Criminal Justice and Public Order Act 1994 and by directions made thereunder; and
- the information given in the Annual Report is consistent with the financial statements.

### Opinion on Regularity

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

### Report

I have no observations to make on these financial statements.

### T J Burr

#### Comptroller & Auditor General

National Audit Office  
151 Buckingham Palace Road  
Victoria  
London SW1W 9SS  
3 July 2008

# Operating Cost Statement

for the year ended 31 March 2008

	Notes	2007/08 £	2006/07 £
<b>Expenditure</b>			
Salaries and wages	3	<b>(5,853,134)</b>	(5,269,843)
Other operating costs	4	<b>(1,529,478)</b>	(1,319,896)
Notional costs	5	<b>(2,291,933)</b>	(1,974,556)
Operating cost		<b>(9,674,545)</b>	(8,564,295)
Interest receivable		<b>24,809</b>	13,142
Cost of capital	1h	<b>(215)</b>	4,928
		<b>(9,649,951)</b>	(8,546,225)
Notional costs reversal		<b>2,291,933</b>	1,974,556
Interest payable to Ministry of Justice for surrender to the consolidated fund		<b>(24,809)</b>	(13,142)
Cost of capital reversal		<b>215</b>	(4,928)
<b>Net expenditure for the financial year</b>		<b>(7,382,612)</b>	<b>(6,589,739)</b>

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

The notes on pages 78 to 85 form part of this account.

# Balance Sheet

as at 31 March 2008

	Notes	£	31 March 2008 £	31 March 2007 £
<b>Fixed assets</b>				
Tangible assets	6a		<b>122,879</b>	129,243
Intangible assets	6b		<b>31,216</b>	36,246
<b>Current assets</b>				
Debtors	7	<b>30,939</b>		49,104
Cash at bank	11	<b>485,217</b>		230,864
		<b>516,156</b>		279,968
<b>Creditors</b>				
Amounts falling due within one year	8	<b>(605,427)</b>		(498,021)
<b>Net current liabilities</b>			<b>(89,271)</b>	(218,053)
<b>Total assets less liabilities</b>			<b>64,824</b>	(52,564)
<b>Represented by:</b>				
Income and expenditure reserve	11		<b>(19,540)</b>	(183,631)
Capital reserve	11		<b>84,364</b>	131,067
			<b>64,824</b>	(52,564)

The notes on pages 78 to 85 form part of this account.

**Christine Glenn**

**Chief Executive and Accounting Officer**

30 June 2008

The Parole Board for England and Wales

# Cash Flow Statement

For the year ended 31 March 2008

	Notes	2007/08 £	2006/07 £
<b>Net cash (outflow) from operating activities</b>	10.1	<b>(7,189,388)</b>	(7,019,822)
<b>Financing</b>	10.2	<b>7,500,000</b>	6,780,825
		<b>310,612</b>	(238,997)
<b>Capital expenditure</b>			
Purchase of tangible and intangible fixed assets	6a-6b	<b>(56,259)</b>	(151,086)
<b>Increase/(decrease) in cash</b>		<b>254,353</b>	(390,083)
<b>Cash at beginning of year</b>		<b>230,864</b>	620,947
<b>Cash at end of year</b>		<b>485,217</b>	230,864

The notes on pages 78 to 85 form part of this account.

# Notes to the Accounts

## 1 Accounting policies

### a) Accounting conventions

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

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

### b) Grant-in-aid

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

### c) Fixed assets

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

### d) Depreciation and amortisation

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

Depreciation and amortisation are calculated monthly.

### e) Revaluation

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

### f) Stocks

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

### g) Pension costs

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

### h) Cost of capital

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

### i) Notional costs

The Ministry of Justice provides the Board with accommodation and the services of serving judges. The Home Office provides the Board with facilities management, postage, IT and telecommunications at nil cost. The Prison Services provide the cost of legal representation. Such services are charged as notional costs in the Operating Cost Statement to report the full cost of the Board's operations and then reversed.

### j) Value Added Tax

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

### k) Capital grant-in-aid

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

### l) Cash at bank

Cash at bank is held in a commercial bank account.

## 2 Income

	2007/08 £	2006/07 £
Grant-in-aid received from sponsoring department	<b>7,500,000</b>	6,640,825

The Board's sponsor changed from the Home Office in 2006/07 to the Ministry of Justice in 2007/8.

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

## 3 Employment costs

### a)

	2007/08 £	2006/07 £
<b>Chairman and full-time Board Members</b>		
Remuneration	<b>229,520</b>	229,743
Pension contributions	<b>49,563</b>	53,893
National insurance contributions	<b>25,464</b>	24,596
	<b>304,547</b>	308,232
<b>Part-time Board Members</b>		
Fees	<b>2,454,587</b>	2,197,537
National insurance contributions on fees	<b>241,785</b>	221,872
	<b>2,696,372</b>	2,419,409
<b>Secretariat staff (includes seconded staff)</b>		
Salaries and wages, including overtime	<b>1,750,585</b>	1,711,606
Pension contributions	<b>315,125</b>	316,306
Employer's national insurance contributions	<b>129,304</b>	135,332
	<b>2,195,014</b>	2,163,244
Agency staff	<b>657,201</b>	378,958
<b>Total</b>	<b>5,853,134</b>	5,269,843

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:

	Employed	Seconded*	Agency	2007/08 Total	2006/07 Total
Management	4	3	5	12	7
Casework	36	20	13	69	61
Secretarial/administrative support	8	4	3	15	15
<b>Total</b>	<b>48</b>	<b>27</b>	<b>21</b>	<b>96</b>	83

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

## Notes to the Accounts (continued)

### 3 Employment costs (continued)

c) The pension entitlements and remuneration of the Chairman, the Full-Time Member, the Chief Executive and Senior Executives during 2007/08 are disclosed in the remuneration report.

#### d) Pension benefits

The year saw the direct employment by the Board of some clerical staff and, although not civil servants, they are nevertheless similarly covered by the PCSPS. The PCSPS is an unfunded multi-employer defined benefit scheme but the Parole Board is unable to identify its share of the underlying assets and liabilities. A full actuarial valuation was carried out at 31 March 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 2007/08, contributions of £364,688 were payable by the Board to the PCSPS (2006/07 £388,150) at one of four rates in the range 17.1% to 25.5% of pensionable pay (17.1 to 25.5 in 06/07), based on remuneration bands. The salary bands to which these rates apply will be revalued each year. Contribution rates payable by the Board are to be reviewed every three years following a scheme valuation by the Government Actuary. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

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

#### i) Classic scheme

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

#### ii) Premium scheme

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

#### iii) Classic plus scheme

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

#### iv) Nuvos

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

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

#### v) Partnership pension account

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

e) The emoluments (non-pensionable) of the highest paid part-time Board Member were £90,039. (2006/07 £57,886)

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

	2007/08 No.	2006/07 No.
Not exceeding £5,000	42	33
5,000 – 9,999	37	43
10,000 – 14,999	24	27
15,000 – 19,999	23	16
20,000 – 24,999	13	14
25,000 – 29,999	8	5
30,000 – 34,999	5	3
35,000 – 39,999	2	5
40,000 – 44,999	1	4
45,000 – 49,999	3	2
50,000 – 54,999	4	1
55,000 – 59,999	1	3
60,000 – 64,999	1	–
65,000 – 69,999	1	–
90,000 – 94,999	1	–
<b>Total</b>	<b>166</b>	156

## Notes to the Accounts (continued)

### 4 Other operating costs

	2007/08 £	2006/07 £
Travel and subsistence	821,564	870,490
Stationery and printing	254,644	183,341
Professional fees	91,376	56,235
Members training	109,522	66,001
Staff training	58,842	7,853
Depreciation and amortisation	67,653	25,231
Audit fees		
– external audit (NAO)	17,000	17,500
– internal audit	14,629	12,220
Information technology costs	34,164	38,613
New website	29,443	–
Miscellaneous costs	30,641	38,437
Asset write-off	–	3,975
<b>Total</b>	<b>1,529,478</b>	<b>1,319,896</b>

### 5 Notional costs

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

	2007/08 £	2006/07 £
Accommodation and other common services	1,031,871	1,026,587
IT and telecoms	305,561	228,134
Postage	75,000	74,000
Casework legal costs	879,501	645,835
<b>Total</b>	<b>2,291,933</b>	<b>1,974,556</b>

## 6a Tangible fixed assets

	Furniture £	Information Technology £	Total £
Cost at 1 April 2007	27,483	155,064	182,547
Additions	40,141	6,117	46,258
<b>At 31 March 2008</b>	<b>67,624</b>	<b>161,181</b>	<b>228,805</b>
Accumulated depreciation at 1 April 2007	12,291	41,013	53,304
Charge for year	8,335	44,287	52,622
<b>At 31 March 2008</b>	<b>20,626</b>	<b>85,300</b>	<b>105,926</b>
<b>Net book value at 31 March 2008</b>	<b>46,998</b>	<b>75,881</b>	<b>122,879</b>
Net book value at 31 March 2007	15,192	114,051	129,243

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

## 6b Intangible fixed assets

	Information Technology £
Cost at 1 April 2007	54,921
Additions	10,001
<b>At 31 March 2008</b>	<b>64,922</b>
Accumulated amortisation at 1 April 2007	18,675
Charge for year	15,031
<b>At 31 March 2008</b>	<b>33,706</b>
<b>Net book value at 31 March 2008</b>	<b>31,216</b>
Net book value at 31 March 2007	36,246

## 7 Debtors: amounts falling due within one year

	31 March 2008 £	31 March 2007 £
Staff debtors	13,011	22,428
Government debtors	6,774	16,772
Prepayments	11,154	9,904
<b>Total</b>	<b>30,939</b>	49,104

## 8 Creditors: amounts falling due within one year

	31 March 2008 £	31 March 2007 £
Members payroll	236,926	178,306
Tax and social security	93,290	74,701
Trade creditors	81,051	63,062
Accruals	161,414	168,984
Government creditors	32,746	12,968
<b>Total</b>	<b>605,427</b>	498,021

## Notes to the Accounts (continued)

### 9 Intra – government balances

	Debtors: amounts falling due within one year £	Creditors: amounts falling due within one year £
Balance with HMRC	–	93,290
Balances with other central government bodies	6,774	32,746
Balances with bodies external to government	24,165	479,391
<b>At 31 March 2008</b>	<b>30,939</b>	<b>605,427</b>

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

	2007/08 £	2006/07 £
10.1 Net expenditure for the year	<b>(7,382,612)</b>	(6,589,739)
Depreciation and amortisation	<b>67,653</b>	25,433
Decrease/(increase) in debtors	<b>18,165</b>	(10,186)
Increase in creditors	<b>107,406</b>	(449,103)
Asset write-off	–	3,773
Net cash outflow from operating activities	<b>(7,189,388)</b>	(7,019,822)
10.2 Analysis of financing		
Grant-in-aid and revenue grant received from Ministry of Justice	<b>7,500,000</b>	6,640,825
Capital grant-in-aid received	–	140,000
Total grant-in-aid	<b>7,500,000</b>	6,780,825

### 11 Movement on reserves 2007/08

	General Reserve £	Capital Reserve £	Total 2007/08 £	Total 2006/07 £
Reserve at start of year	<b>(183,631)</b>	<b>131,067</b>	<b>(52,564)</b>	(243,650)
Net expenditure	<b>(7,382,612)</b>	–	<b>(7,382,612)</b>	(6,589,739)
Grant-in-aid received towards source expenditure	<b>7,500,000</b>	–	<b>7,500,000</b>	6,640,825
Capital grant-in-aid received during the year	–	–	–	140,000
Transfer to fund depreciation	<b>46,703</b>	<b>(46,703)</b>	–	–
Balance at end of year	<b>(19,540)</b>	<b>84,364</b>	<b>64,824</b>	(52,564)

As stated in accounting policy 1b with effect from 1 April 2006 grant-in-aid is credited to the General Reserve and not to the Income and Expenditure account. Under the previous accounting policy the results would have been stated as follows:

	2007/08 £	2006/07 £
Grant-in-aid	<b>7,500,000</b>	6,640,825
Expenditure	<b>(7,382,612)</b>	(6,589,739)
Transfer from capital reserve	<b>46,703</b>	8,933
Surplus for the financial year	<b>164,091</b>	60,019

## 12 Related party transactions

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

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

## 13 Financial instruments

The Parole Board has no borrowings and relies on grant-in-aid from the Ministry of Justice for its cash requirements, and is therefore not exposed to significant liquidity risks. It has no material deposits, and all material assets and liabilities are denominated in sterling, so it is not exposed to interest rate risk or currency risk.

## 14 Contingent liabilities

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

## 15 Post-balance sheet events

No post-balance sheet events have occurred in the period since the year-end which require disclosure in these financial statements. The Annual Report and Accounts were authorised for issue on 3 July 2008.

## 16 Financial targets

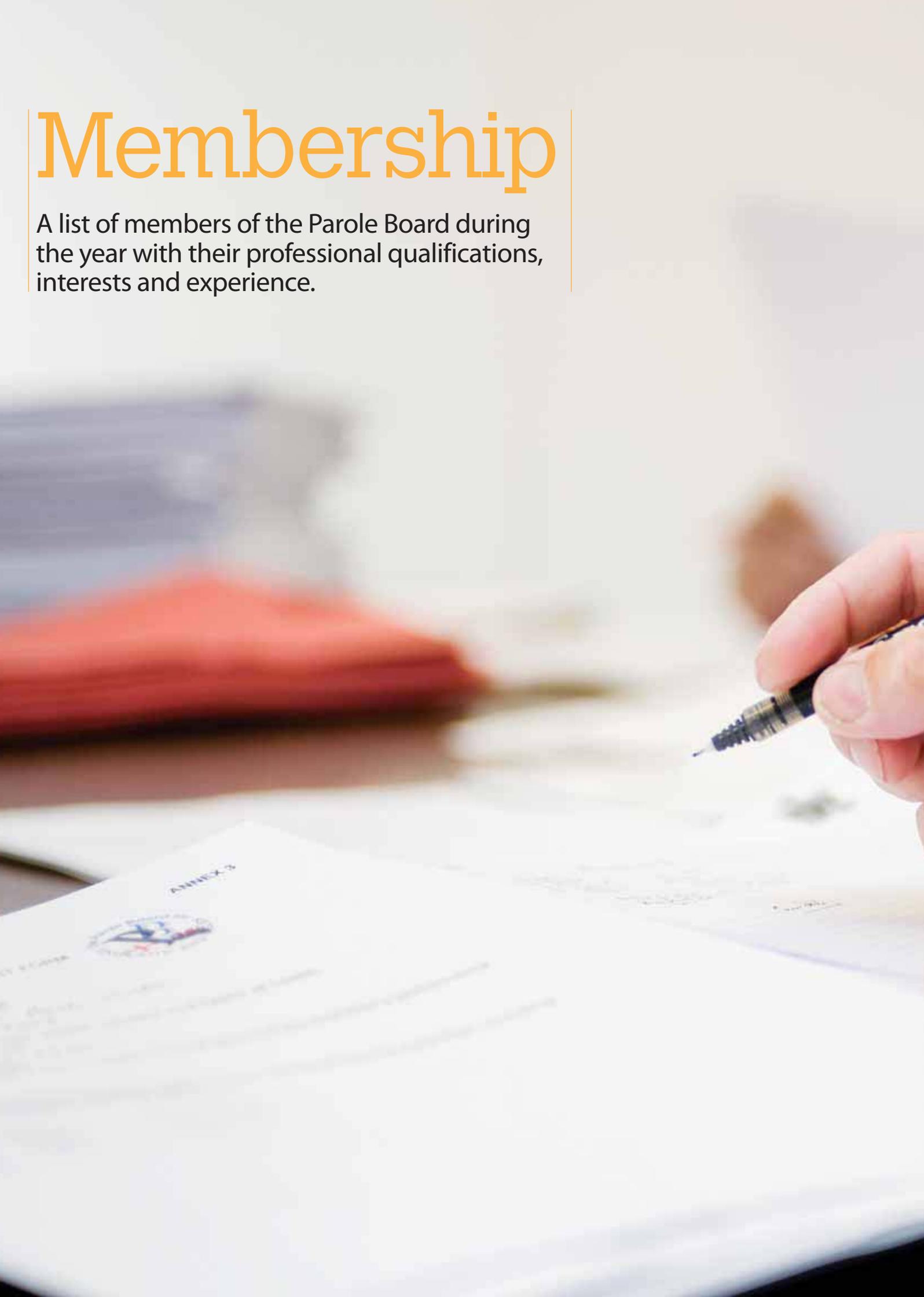
There were no key financial targets for the Parole Board.

## 17 Losses and special payments

There were no losses or special payments during the year.

# Membership

A list of members of the Parole Board during the year with their professional qualifications, interests and experience.





# Membership of the Parole Board between 1 April 2007 and 31 March 2008

<b>Sir Duncan Nichol</b> CBE	Chairman from March 2004. Chief Executive of the NHS from 1989 to 1994. Non-Executive Director of the Correctional Services Strategy Board (2002 –). Chairman of the Correctional Services Accreditation Panel for Offending Behaviour Programmes. A Commissioner for Judicial Appointments (2002 –)
<b>The Hon Mr Justice Neil Butterfield</b>	High Court Judge (Appointed June 2003). Vice-Chairman from November 2004
<b>Lindsay Addyman</b> JP	Former Assistant Prisons' Ombudsman. Member of Home Secretary's Advisory Board on Restricted Patients and Chairman, IMB, HMP Full Sutton. Part-time independent member Parole Board 1987 to 1991. Full-time Parole Board member 1992/1998. (Appointed July 2000)
<b>Dr Akintunde Akinkunmi</b> MB, LL.M, MRCPsych	Consultant Forensic Psychiatrist, West London Mental Health NHS Trust, (Appointed July 2002)
<b>Dr Michael Alcock</b>	Consultant Forensic Psychiatrist, Marlborough House Regional Secure Unit, Buckinghamshire Mental Health NHS Trust. (Appointed July 2002)
<b>Dr Claire Barkley</b> MBChB, MSc, MHSM, FRCPsych	Consultant Forensic Psychiatrist, The Hatherton Centre, South Staffordshire and Shropshire Healthcare NHS Foundation Trust, Stafford ST16 3AG, Hon Senior Clinical Lecturer, University of Birmingham. (Appointed September 2001, reappointed July 2007)
<b>Fiona Barrie</b>	Solicitor. Part-time member of the Mental Health Review Tribunal. Deputy District Judge (Magistrates' Courts) and fee paid Immigration Judge (Appointed July 2003)
<b>Arnold Barrow</b>	Parole Board Probation Member from June 1994 to July 2000. Former Area Manager, Victim Support, Suffolk; formerly Chief Probation Officer for Suffolk. Vice-Chairman of Langley House Trust. Consultant in Social Justice. (Appointed July 2003)
<b>His Hon Judge Keith Bassingthwaite</b>	Retired Circuit Judge. Resident Judge Guildford Crown Court 2000 to 2003 and Member of Surrey Probation Committee. President, Independent Tribunal Service (now Appeals Service) for England, Scotland and Wales 1994 to 1998. (Appointed July 2004)
<b>His Hon Judge George Bathurst Norman</b>	Retired Senior Circuit Judge since 1997. Circuit Judge 1986 to 1997. Metropolitan Stipendiary Magistrate 1981 to 1996. (Appointed July 2004) (Retired September 2007)
<b>His Hon Judge John Beashel</b> DL	Circuit Judge sitting in Bournemouth and Dorchester since 1993. (Appointed July 2007)
<b>His Hon Judge Peter Benson</b>	Circuit Judge, Bradford Crown Court. (Appointed July 2003)
<b>His Hon Judge Neil Bidder</b> QC	Called to the Bar 1976. QC 1998. Circuit Judge, Wales Region, 2004. Committee member of the Council of Circuit Judges. (Appointed July 2007)
<b>His Hon Judge Inigo Bing</b>	Circuit Judge, Snaresbrook Crown Court since 2000. Formerly a Metropolitan Stipendiary Magistrate (1989 to 2000). (Appointed July 2002)

<b>His Hon Judge Peter Birts QC</b>	Circuit Judge, Snaresbrook Crown Court since 2005. Legal Member of Mental Health Tribunal since 1994. (Appointed July 2006)
<b>Dr Dawn Black MSc, MD, FRCPsych</b>	Consultant Psychiatrist, Medical Member, Mental Health Review Tribunal. (Appointed March 2006)
<b>Dr Linda Blud</b>	Chartered Forensic Psychologist. Director, LMB Consultancy, Ltd. (Appointed July 2004)
<b>Maggie Blyth BA (Hons), MA (Ed)</b>	Former senior civil servant and adviser to Youth Justice Board. Currently Independent Chair of Nottingham YOT Management Board and independent youth justice adviser. (Appointed July 2005)
<b>Carol Bond BSc (Hons), MSc, C Psychol, AFBpS</b>	Senior Lecturer, University of Bolton. Formerly Head of Psychology, Churchill Gisburn Clinic, and North West Area Psychologist HM Prison Service. (Appointed July 2005)
<b>Nigel Bonson MA (Exon)</b>	Formally a Chief Inspector with Greater Manchester Police, completed long secondments to regional and central government departments focusing on crime reduction and regeneration. A qualified trainer and Neighbourhood Renewal Advisor. (Appointed July 2005)
<b>Rev'd Mary Bowden</b>	Hon Curate, Christ Church, Gipsy Hill. Formerly Director, Home Office Immigration and Asylum Appeals, Regional Director, Greater London Magistrates' Courts Authority. (Appointed July 2006)
<b>Louise Bowers BSc (Hons), MSc, C Psychol, CSci, AFBpS</b>	Chartered Forensic Psychologist and Associate Fellow of the British Psychological Society. Formerly Principal Forensic Psychologist with HM Prison Service and South West London and St George's Mental Health NHS Trust. Currently working in private practice. (Appointed July 2003)
<b>Mrs Sally Brady</b>	Formerly Assistant Chief Probation Officer Lincolnshire. Past member LRC HMP Hull. (Appointed July 2000) (Retired November 2007) (Re-appointed for six months to handle recall cases)
<b>Professor Hugh Brayne</b>	Solicitor, fee paid member of Tribunal Service working in immigration, mental health, and social security jurisdictions; visiting professor of Law Thames Valley and Portsmouth Universities; member of the Secretary of State's Consultative panel on Legal Services; freelance education consultant. (Appointed July 2005)
<b>His Hon Judge Geoffrey Breen</b>	Metropolitan Stipendary Magistrate 1986 to 2000. Circuit Judge since 2000. Legal member Mental Health Review Tribunal since 2005. (Appointed July 2007)
<b>Sarah Brimelow BA (Hons), Msc</b>	Current HR Advisor, Youth Justice Board and independent consultant. Former Head of Quality and Standards, Victim Support. Member of Victims Advisory Panel. (Appointed July 2006) (Resigned February 2008)
<b>His Hon Judge Mark Brown</b>	Circuit Judge, Liverpool Crown Court. (Appointed July 2003)

## Membership of the Parole Board between 1 April 2007 and 31 March 2008 (continued)

<b>His Hon Judge David Bryant</b>	Barrister, Leeds 1964 to 1989. Circuit Judge, Teeside, appointed 1989. Designated family judge, member Teeside Probation Board. (Appointed July 2007)
<b>Laura Buckley</b>	Former British diplomat at the Foreign & Commonwealth Office 1989 to 2006. Crown servant at MOD 2006/07. (Appointed July 2007)
<b>Graham Bull</b>	Solicitor (non-practising). Former Corporate Director, Norfolk District Council. Chair, Norfolk Probation Board. (Appointed July 2006)
<b>Bruce Butler</b>	Solicitor. Former Senior Civil Service Head of Inland Revenue Crime Group and Head of Direct Tax Prosecutions Division, Revenue and Customs Prosecutions Office. (Appointed July 2007)
<b>Margaret Carey MBE, JP</b>	Founder Director of the Inside Out Trust. Chair of Board of Circles UK. Board Member of the Restorative Justice Consortium. (Appointed July 2003)
<b>John Chandler CBE, C Eng, FRAeS</b>	Former Royal Air Force Officer. Currently Director of Care and Support PSP Association and Trustee Officers Association
<b>His Hon Judge Peter Charlesworth</b>	Retired Circuit Judge. North-Eastern Circuit, based at Leeds Crown Court. (Appointed July 2005)
<b>Dr L P Chesterman MB, BS, BSc, MRCP, MRCPsych, Dip. Criminol, Dip. For. Psychiatry</b>	Consultant Forensic Psychiatrist, Ty Llywelyn Medium Secure Unit & Honorary Senior Lecturer. (Appointed September 2001) (Retired December 2007)
<b>Dr Barry Chipchase MB, ChB, MRCPsych, MBA</b>	Consultant in Adolescent Psychiatry. Newcastle General Hospital. (Appointed July 2002)
<b>Dr Derek Chiswick MB, ChB, MPhil, FRC Psych</b>	Consultant forensic psychiatrist at Royal Edinburgh Hospital. Former member of Home Office Advisory Board on Restricted Patients. (Appointed March 2006)
<b>Alison Clark</b>	Solicitor (non-practising), Former Head of Criminal Justice Unit, Durham Crown Prosecution Service. Board member, Northumbria Probation Service. (Appointed July 2006)
<b>Ian Clewlow</b>	Director of Operations Devon and Cornwall Probation Area. Former Assistant Chief Officer, Devon Probation Service. Former Senior Probation Officer, South Yorkshire Probation Service. (Appointed July 2007)
<b>His Hon Judge Gerald Clifton</b>	Circuit Judge since 1992, Liverpool Combined Court and Central Criminal Court. (Appointed July 2004)
<b>Louise Coates BSc Hons, MSc, CPsychol CSci, AFBPsS</b>	Chartered Forensic Psychologist with Essex Forensic Mental Health Services. Formerly Head of Adolescent Forensic Psychology, Essex Youth Offending Service and Area Principal Psychologist HM Prison Service. Also in private practice. (Appointed July 2007)
<b>Tia Cockrell</b>	Barrister Formerly a member of the Government Legal Service at the Attorney General's Chambers. (Appointed July 2000) (Retired December 2007)

<b>His Hon Judge Nicholas Coleman</b>	Circuit Judge: appointed 1998. Resident Judge: Peterborough Combined Court: June 2001. (Appointed July 2004)
<b>His Hon Judge Colin Colston QC</b>	Barrister, 1962, QC 1980. Circuit Judge (St Albans Crown Court) 1983 to 2003. Deputy Circuit Judge 2003 – . (Appointed July 2004) (Retired September 2007)
<b>Andrea Cook OBE, BA (Hons) MA</b>	Specialist in consumer and regulatory affairs. Chair of Consumer Council for Water (northern region and member of Board). Vice-Chair Ethics and Governance Council, UK Biobank. Board member of the Law Society's Consumer Complaints Service (Appointed July 2005)
<b>Mr Tom Cook</b>	Former Deputy Chief Constable West Yorkshire Police and Advisor to the Inquiry into the death of Stephen Lawrence. (Appointed July 2000) (Retired November 2007) (Re-appointed for six months to handle recall cases)
<b>Dr Rosemarie Cope</b> MB, ChB, FRCPsych	Consultant Forensic Psychiatrist and former Clinical Director of the Forensic Directorate, Birmingham and Solihull Mental Health NHS Trust. (Appointed March 2006)
<b>His Hon Judge Graham Cottle</b>	Circuit Judge. (Appointed July 2002)
<b>Dr Paul Courtney MRC, Psych</b>	Consultant Psychiatrist, Hampshire Partnership NHS Trust. (Appointed March 2006)
<b>His Hon Judge Gareth Cowling</b>	Circuit Judge, Portsmouth Crown Court since March 2004. (Appointed July 2007)
<b>Sue Dale BA, MA, CTA, JP</b>	Former investment banker. Director, Capital Markets. (Appointed July 2007)
<b>Malcolm Davidson</b> BA (Hons), BSc, MSc	Probation Officer, North Yorkshire Probation Area. (Appointed July 2005)
<b>Susan Davies</b>	Barrister-at-law. Former Crown Prosecutor for Wiltshire and Thames Valley Legal Member – Mental Health Review Tribunal. (Appointed July 2005)
<b>Elizabeth Derrington</b>	Solicitor and Mediator. Independent Complaints Adjudicator for Ofsted and the Adult Learning Inspectorate, Independent Complaints Reviewer for the Land Registry and the Northern Ireland Youth Justice Agency, Appeal panel member, Chartered Institute of Management Accountants, Former Magistrates' Courts Inspector, Senior Crown Prosecutor, Deputy Justices Clerk. (Appointed July 2005) (Resigned February 2008)
<b>Jo Dobry</b>	Barrister and journalist. Formerly, member of the Police Complaints Authority and BBC Radio 4 producer. (Appointed September 2001)
<b>His Hon Judge Paul Dodgson</b>	Circuit Judge since 2001, Southwark Crown Court. (Appointed July 2003)
<b>Amy Edwards</b>	Assessor, Civil Service Selection Board, Cabinet Office. Formerly Senior Civil Servant, Home Office, Prison Service, Department of Health. (Appointed July 2005) (Resigned January 2008)
<b>His Hon Judge Fabyan Evans</b>	Retired Circuit Judge. Resident Judge at Middlesex Guildhall Crown Court 1995 to 2005. (Appointed July 2005)
<b>Kim Evans OBE</b>	Cultural broker. Formerly Executive Director at Arts Council, England and Head of Music and Arts, BBC. (Appointed July 2006)

## Membership of the Parole Board between 1 April 2007 and 31 March 2008 (continued)

<b>Rick Evans</b>	Former Senior Civil Servant at Home Office and Department for Constitutional Affairs. Chartered Occupational Psychologist and part-time management consultant. (Appointed July 2005)
<b>Simon Evans LL.B</b>	Solicitor (non-practising). Criminal Justice Consultant. Deputy Traffic Commissioner. Member Lancashire Probation Board. Formerly Area Director Her Majesty's Courts Service Cumbria and Justices' Clerk for Barrow in Furness and East Cumbria. (Appointed July 2007)
<b>His Hon Judge Esmond Faulks</b>	Circuit Judge, Newcastle upon Tyne. (Appointed July 2002)
<b>Dr Matthew Fiander</b>	Honorary Senior Lecturer in Forensic Mental Health, St George's, University of London. Lay Member Mental Health Review Tribunal. (Appointed July 2002)
<b>His Hon Peter Fingret</b>	Retired Circuit Judge. Circuit Judge 1992 to 2005. Stipendiary Magistrate 1982 to 1992. Legal Member Mental Health Review Tribunal since 1994. (Appointed July 2003)
<b>Sian Flynn</b>	Freelance fundraising consultant. Trustee National Network for the Arts in Health. Trustee Youth Music Theatre UK. Former Chairman Ashford and St Peters NHS Trust. (Appointed July 2005)
<b>His Hon Paul Focke QC</b>	Formerly Senior Circuit Judge at Central Criminal Court. (Appointed July 2007)
<b>His Hon Judge Giles Forrester</b>	Senior Circuit Judge, Central Criminal Court. (Appointed July 2002)
<b>Caroline Friendship BSc (Hons), MSc, PhD, C Psychol, AFBpS</b>	Chartered Forensic Psychologist in private practice. Formerly Principal Psychologist with HM Prisons Service and Home Office. (Appointed July 2006)
<b>Diana Fulbrook</b>	Chief Officer, Wiltshire Probation Area. (Appointed September 2001, re-appointed July 2007)
<b>Jane Geraghty</b>	Chief Officer Nottinghamshire Probation Area. Non-Executive Director Nottinghamshire Mental Health Trust. (Appointed September 2001) (Retired December 2007)
<b>Dr Elizabeth Gilchrist</b>	Chartered Forensic Psychologist. Reader in Forensic Psychology, University of Kent. Researcher and Practitioner in Forensic Psychology. (Appointed July 2004)
<b>His Hon Judge David Griffiths</b>	(Appointed July 2005)
<b>Professor John Gunn CBE, MD, FRC Psych, F Med Sci</b>	Emeritus Professor of Forensic Psychiatry, KCL. Member of Home Secretary's Advisory Board on Restricted Patients 1982 to 1991, Chairman, Faculty of Forensic Psychiatry, Royal College of Psychiatrists 2000 to 2004. (Appointed March 2006)
<b>Her Hon Judge Carol Hagen</b>	Circuit Judge. Appointed 1993. Legal Member Mental Health Review Tribunal from July 2001. (Appointed July 2004)
<b>James Haines</b>	Former College Principal. Research Consultant, International Centre for Prison Studies, King's College London. Chair IMB, HMP Wymott. Editor, IMB News. (Appointed July 2006)

<b>Dr Robert Halsey</b>	Consultant Clinical and Forensic Psychologist, North London Forensic Service, Chase Farm Hospital, Enfield, Middlesex. (Appointed July 2004)
<b>Alan Harris</b>	Solicitor. Member of the Association of Personal Injury Lawyers. (Appointed July 2006)
<b>His Hon Judge Gareth Hawkesworth</b>	Called to the Bar 1972. Member of Gray's Inn. Practised at Fenner Chambers, Cambridge 1974 to 1999. Appointed to the Circuit Bench September 1999. (Appointed September 2001)
<b>Peter Haynes</b>	Former Assistant Chief Officer, Sussex Probation Area. Performance Advisor, Office of Criminal Justice Reform, part-time independent member. (Appointed July 2006)
<b>His Hon Judge Philip Head</b>	Circuit Judge, Leicester Crown Court since 2004. (Appointed July 2006)
<b>Matthew Henson</b> BA MSc, PgD, Adv Dip Ex Psych	Psychotherapist. (Appointed July 2005)
<b>Debbie Hill</b>	Senior Probation Officer with Hereford and Worcester Probation Service 1997 to 2000. District Team Manager with West Mercia Probation 1997 to 2005. (Appointed July 2003)
<b>Lesley Hilton</b>	Former Lecturer, Training Consultant. Ex-Councillor London Borough of Redbridge. Former Chair London Ecology Committee. Vice Chair of Redbridge Racial Equality Council. Director, Hilton & Hilton Ltd (Appointed August 1998)
<b>Her Hon Judge Estella Hindley QC</b>	Birmingham Crown and County Courts. (Appointed August 1998)
<b>Julia Holman</b>	Solicitor, Legal Member Mental Health Review Tribunal. (Appointed July 2002).
<b>Elizabeth Housden</b> BA, MSc	Management Consultant. Former HR Director in voluntary sector. (Appointed July 2005)
<b>Trevor Hoyland</b>	Former Detective Superintendent, South Yorkshire Police. (Appointed July 2002)
<b>Her Hon Judge Judith Hughes QC</b>	Barrister 1974. Bencher Inner Temple 1994. QC 1994. Circuit Judge S.E. Circuit 2001. (Appointed July 2002)
<b>His Hon Judge Merfyn Hughes QC</b>	Circuit Judge, Wales and Chester Circuit. Legal Member, Mental Health Review Tribunal. (Appointed July 2004)
<b>Dr Chris Hunter</b> MB, BS, FRCPsych	Consultant Forensic Psychiatrist. Formerly Clinical Director of South Wales Forensic Mental Health Service and Advisor in Forensic Mental Health Service and Advisor to the Welsh Assembly Government. Medical member of the Mental Health Review Tribunal for Wales. (Appointed June 1995) (Retired September 2007)
<b>John Jackson</b> MA, FCIS	Formerly Clerk to the Governors, Dulwich College and previously Company Secretary British Gas Plc. Member, Solicitors Disciplinary Tribunal and Member CIPFA Disciplinary Committee. Former member IMB HMP Highdown. (Appointed July 2005)

## Membership of the Parole Board between 1 April 2007 and 31 March 2008 (continued)

<b>Kyrie James</b> BA, MA, M Phil (Cantab)	Solicitor-Advocate (non-practising) previously in private practise specialising in judicial review. Formerly a Magistrate and NHS Non-Executive Director and Criminology Lecturer. Full time legal member on the Executive Team and founding member of Review Committee (2003 to 2006). Immigration Judge at the Asylum and Immigration Tribunal. Member of the Air Travel Insolvency Protection Advisory Committee. Director of the Council for the Registration of Forensic Practitioners and Consultant to Penal Reform International. (Appointed September 2003)
<b>Patricia Johnson</b>	Former Assistant Chief Officer, National Probation Service, Warwickshire Area. (Appointed July 2007)
<b>His Hon Judge Geoffrey Kamil</b>	Circuit Judge, Bradford Crown Court and Leeds Civil Hearing Centre. Member of Judicial Studies Board, Equal Treatment Advisory Committee and Family Committee (Appointed July 2000)
<b>Mary Kane</b> JP	Solicitor. Legal Member of the Mental Health Review Tribunal. Appraiser and Mentor for the Mental Health Review Tribunal. Legal member of the Special Educational Needs and Disability Tribunal. Family Mediator. Deputy Traffic Commissioner. Legal member of the Postgraduate Medical Education and Training Appeal Board. (Appointed July 1996, reappointed July 2007)
<b>Dr Adarsh Kaul</b> MB BS, MRC Psych, MA(Crimin)	Consultant Forensic Psychiatrist, Nottinghamshire Community Forensic. Service. Medical Member Mental Health Review Tribunal. (Appointed September 2001)
<b>Andrew Keen</b>	Solicitor. Legal Member of the Mental Health Review Tribunal. (Appointed July 2003)
<b>Sue Kesteven</b>	Lay member, Mental Health Review Tribunal. (Appointed July 2007)
<b>Assia King</b>	Member of Appeals Service. Voluntary sector background working with a variety of social issue based organisations. (Appointed August 1998)
<b>Martin King</b> JP, BA	Civil servant with 35 years' experience within the criminal justice system. (Appointed July 2007)
<b>Professor Roy King</b>	Professor and Senior Research Fellow, Institute of Criminology, University of Cambridge. Founder Member of Parole Board 1968 to 71. (Appointed September 2001)
<b>Professor Dora Kohen</b> MD FRCPsych	Consultant psychiatrist and Professor of Clinical Psychiatry. (Appointed July 2006)
<b>Dr Sian Koppel</b>	Consultant Forensic Psychiatrist, Regional Medium Secure Unit, South Wales. (Appointed March 2006)
<b>Dr Sukhjeet Singh Lally</b> MBCHB, MMedSc, MRCPsych	Consultant Forensic Psychiatrist, Oxford Clinic Regional Secure Unit. (Appointed March 2006)
<b>His Hon Judge Timothy Lawrence</b>	Solicitor 1967. Circuit Judge 1986 to 2006. Legal Member Mental Health Review Tribunals 1988 -. President, Industrial Tribunals for England & Wales 1991 to 1997. Vice-Chairman, Advisory Committee on Conscientious Objectors 2000 -. (Appointed 1998)

<b>Susanna Jane Lewis JP</b>	Independent Arbitrator. Independent advisor to DEFRA. Independent Chairman of Certification Committee for UK Organic Standards. Project Manager. Financial Advisor/Strategist (Charities). (Appointed July 2005) (Deceased November 2007)
<b>Sarah Lightfoot</b>	Full-time member and Director of Performance and Development. Previously Management Consultant. (Appointed September 2003)
<b>Robin Lipscombe JP</b>	Magistrate, North Herts Bench. Previously Chair Hertfordshire Probation Board and Vice Chairman, Hertfordshire Police Authority. (Appointed July 2000, re-appointed July 2007)
<b>Rachael Loveridge</b>	Former Senior Probation Officer, National Probation Service for England and Wales (Hampshire Area). (Appointed July 2003)
<b>Susan Lytton</b>	Children's Guardian, Former Probation Officer, Lay Member MHRT, Independent Practitioner in Family Proceedings Courts.
<b>His Hon Judge Kerry Macgill</b>	Circuit Judge. (Appointed September 2001) (Retired December 2007)
<b>The Hon Mr Justice Colin Mackay</b>	High Court Judge. (Appointed July 2005)
<b>Rob Mandley MSc, MA</b>	Chief Officer, Staffordshire Probation Area. (Appointed July 2007)
<b>Dr Dave Mawson</b> MB, BS, DPM, FRCPsych	Retired Consultant Forensic Psychiatrist. Formerly Medical Director, Broadmoor Hospital. (Appointed June 1995) (Retired September 2007)
<b>William Mayne</b>	Non-practising solicitor. Former partner Leigh Day & Co, London. (Appointed July 2007)
<b>His Hon Judge Patrick McCahill QC</b>	Barrister (1975) QC (1996). Mental Health Review Tribunal (2000). Circuit Judge assigned to the Midland Circuit – (2001). (Appointed July 2004) (Retired September 2007)
<b>Linda McHugh</b>	Management Consultant. Board Member and former Vice-Chairman, Community Housing Group. Trustee of Nacro, Board Member NCE. (Appointed July 2002)
<b>John McNeill BA (Hons), MSc, LLM, M Phil</b>	Member Risk Management Authority for Scotland. Independent Member Civil Nuclear Police Authority. Formerly Probation Officer and Governor, Northern Ireland. Governor, Scottish Prison Service. Chief Executive SACRO. Deputy Director/Acting Director Scottish Prison Service. Member of Probation Board for Northern Ireland. (Appointed July 2005) (Resigned October 2007)
<b>His Hon Judge Christopher Metcalf</b>	Circuit Judge. (Appointed July 2001)
<b>Melanie Millar BA Hons, MSc, M.SW</b>	Probation Officer, National Probation Service, Thames Valley. (Appointed July 2007)
<b>His Hon Judge John Milmo</b> QC, MA, LLB	Circuit Judge. (Appointed July 2005)
<b>Andrew Mimmack</b>	Barrister, Justices' Clerk since 1984. Past President of The Justices' Clerks' Society. (Appointed July 2006)

## Membership of the Parole Board between 1 April 2007 and 31 March 2008 (continued)

<b>Clare Mitchell</b>	Formerly with the Department of Social Security. Social Development Consultant. Civil Service Selection Board Assessor. (Appointed July 2005)
<b>His Hon Judge David Mole QC</b>	Circuit Judge, Harrow Crown Court (2002). Authorised to act as a High Court Judge in the Administrative Court (2004). Legal Member of Lands Tribunal (2006). (Appointed July 2003)
<b>Anne Molyneux</b>	Solicitor. Recorder. Shadow Trustee Tomorrow's People. (Appointed July 2003) (Resigned October 2007)
<b>Dr Caryl Morgan</b>	Consultant psychiatrist in forensic learning disabilities. (Appointed July 2007)
<b>Heather Morgan</b>	Solicitor. Legal Member Mental Health Review Tribunal. Chairman, Exeter Community Initiatives. (Appointed July 1999)
<b>His Hon Judge David Wynn Morgan</b>	Circuit Judge, Cardiff Crown Court. (Appointed July 2002)
<b>His Hon Judge Ronald Moss</b>	Metropolitan Stipendiary Magistrate 1984 to 1993. Circuit Judge 1993, presently at Harrow Crown Court). (Appointed July 2006)
<b>Michael Mulvany</b>	Independent Training and Consultancy provider to Criminal Justice System organisations. Formerly, Director, Rotherham Alcohol Advisory Service; Lecturer, Leeds Metropolitan University; Assistant Chief Probation Officer, Merseyside; Senior Probation Officer; South Yorkshire; Probation Officer, Lancashire. (Appointed July 2005)
<b>David Mylan</b>	Solicitor. Part-time Legal Member MHRT. Law Society Assessor for MHRT Panel Membership. (Appointed September 2001)
<b>Paul Nicholson JP</b>	Magistrate, City of Newcastle upon Tyne. Former Chairman Thames Valley Magistrates' Courts Service. Deputy Chairman, Key Holdings PLC. (Appointed July 2000)
<b>Glyn Oldfield</b>	Former Police Superintendent and Head of Staffordshire Police Operations Division. Currently a Professional Conduct Consultant. (Appointed July 2005)
<b>Tanya Ossack</b>	Barrister. Formerly Government Information Officer. (Appointed July 2003)
<b>Sarah Page</b>	Barrister. Head of Legal Services for the Nursing and Midwifery Council. (Appointed in July 2003)
<b>Graham Park CBE</b>	Consultant Solicitor in Private Practise. Member of the Criminal Injuries Compensation Appeals Panel. Legal Member of the Mental Health Review Tribunal. (Appointed July 2003)
<b>Barbara Parn</b>	Assistant Chief Officer, Warwickshire Probation Area (2000 to 2004). Currently seconded to NOMS within the MoJ as Requirements Manager for the NOMIS programme. (Appointed July 2003)
<b>Nicholas Paul</b>	Barrister. Deputy District Judge. Fee-paid Immigration Judge and Mediator. (Appointed July 2006)

<b>Professor Bob Peckitt</b> FRSM, MRC, Psych DCB, Psych LLM, M BILD, MRCGP, MRCS, D Crim, JS, DCH, DRCOG, DFFP	Consultant Forensic Psychiatrist, Springfield University Hospital and Visiting Professor, of Forensic Psychiatry, University of Lincoln. (Appointed March 2006)
<b>Tony Pembroke</b> JP	Formerly a Manager with IBM UK Ltd. (Appointed August 1998) (Deceased March 2008)
<b>Cedric Pierce</b> JP	Director, BRB (Residuary) Ltd. Formerly worked in rail industry and Director, South Eastern Trains (Holdings) Ltd, (Appointed July 2005)
<b>Colin Pinfold</b>	Probation Improvement and Development Manager, Performance and Improvement Directorate, National Offender Management Service. (Appointed July 2005)
<b>The Hon Mr Justice Christopher Pitchers</b>	High Court Judge. (Appointed July 2005)
<b>His Hon Judge Stephen Powles</b> QC	Mediator appointed to Circuit Bench December 2005, sitting at Isleworth Crown Court. (Appointed July 2006)
<b>Arthur Price-Jones</b> LLB	Solicitor (retired). Former Town Clerk of Leicester City Council. Past Member of the Council of The Law Society. Former part-time member of the Police Complaints Authority. Member Appraiser 2002 –. (Appointed September 1997, re-appointed July 2005)
<b>Emma Pusill</b> BA (Hons)	Extensive postgraduate commercial experience gained in marketing and business development. Community involvement developing local community enterprises. International Baccalauriate – UWC Canada. (Appointed July 2006)
<b>Tony Raban</b> MA, MBA	Former Chief Probation Officer Leicestershire & Rutland Probation Area (1999 to 2001). Regional Probation Manager East Midlands (2001 to 2006). (Appointed July 2005)
<b>Malcolm Rae</b> OBE, FRCN	Former Nursing Officer Mental Health and Forensic Psychiatry, The Department of Health. (Appointed July 2002)
<b>Alan Rayner</b> BSc, MBA, JP	Retired Assistant Area Commander Greater Manchester Fire Service. Magistrate, Stockport Bench. Non-Executive Board Member, Greater Manchester Probation Service. (Appointed July 2006)
<b>His Hon Martin Reynolds</b>	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)
<b>His Hon Judge Stephen Robbins</b>	Circuit Judge since 1994. President Mental Health Review Tribunal since 1995. (Appointed September 2001) (Retired December 2007)
<b>Jon Roberts</b>	Mental Health Solicitor. Associate Lecturer, The Open University. Disability Qualified Panel Member, The Tribunals Service. Registration/Conduct Committee Member, General Social Care Council. (Appointed July 2007)
<b>His Hon Judge Mervyn Roberts</b>	Circuit Judge, South Eastern Circuit. Appointed November 1999. Member Criminal Injuries Compensation Board 1996 to 1999. (Appointed July 2002).

## Membership of the Parole Board between 1 April 2007 and 31 March 2008 (continued)

<b>His Hon Judge William Rose</b>	Circuit Judge. (Appointed July 2004)
<b>Andrew Rutherford</b>	Emeritus Professor of Law and Criminal Policy, University of Southampton. (Appointed September 2001)
<b>Mr John Sadlik JP</b>	Lord Chancellor's Advisory Sub-Committee for North Durham. Member of Employment Tribunals Panel. Member of Rent Appeal Tribunal Panel. (Appointed July 1996) (Retired November 2007) (Reappointed for six months to handle recall cases)
<b>Deep Sagar</b>	Management consultant. Chair of Hertfordshire Probation Board and South West Reducing Reoffending Partnership. (Appointed July 2007)
<b>Dr Gwyneth Sampson</b>	Consultant Psychiatrist. Medical Member Mental Health Review Tribunal. (Appointed July 2002)
<b>Peter Sampson</b>	Former Chief Probation Officer, South Wales; Avon; Gwent (1993 to 2003). Vice-Chair Gwent Healthcare NHS Trust. Director Rowen Consultants. (Appointed July 2005)
<b>His Hon Judge John Samuels QC</b>	Retired Circuit Judge. Now a Deputy Circuit Judge. Chairman of the Criminal Sub-Committee, Council of Circuit Judges 2002 to 2006. Bencher of Lincoln's Inn. Chairman, Prisoners' Education Trust. Trustee, Howard League for Prison Reform. Trustee, Centre for Crime & Justice Studies. Board Member, International Association of Drug Treatment Courts. (Appointed July 2005)
<b>Dr Heather Scott</b>	Non-Executive Board Member, Durham and Chester-le-Street Primary Care Trust. Former Principal Lecturer/Programme Director, Community Safety, Northumbria University. (Appointed July 2005)
<b>His Hon John Sessions</b>	Officer in the Royal Navy 1959 to 1981. Circuit Judge from 1992 to 2007, SE Circuit. Judge Advocate of the Fleet from 1995 to 2007. (Appointed July 2005)
<b>Dr Shubhinder Shergill MBBS, BSc(Hons), MRCPsych</b>	Consultant Psychiatrist in Forensic Learning Disabilities, Eric Shepherd medium secure unit, Abbott's Langley, Hertfordshire. (Appointed July 2007)
<b>Jo Shingler BSc(Hons), MSc, C Psychol, AFBPsS</b>	Chartered Forensic Psychologist and Associate Fellow of the British Psychological Society. Formerly Senior Psychologist in Prison and Probation Services. Currently working in private practice, including for the Probation Service and Social Services (Appointed July 2003, deferred until July 2004) (Resigned January 2008)
<b>Dr Alan Smith BSc(Hons), MB, Ch B, M Phil, MRC Psych</b>	Consultant Forensic Psychiatrist, Addenbrooke's Hospital, Cambridge. (Appointed July 2002)
<b>Susan Smith</b>	Former Journalist and Communications Director. Independent Complaints Investigator (Social Care) and Non-Executive Director in the NHS. (Appointed July 2005)
<b>His Hon Judge James Spencer QC</b>	Circuit Judge, Leeds and Bradford. (Appointed July 2002)
<b>Elizabeth Stafford</b>	Chief Officer, Warwickshire Probation Area, since 2001. (Appointed July 2006)

<b>Alison Stone</b>	Former local authority Chief Executive. Former Chair Plymouth Community Safety Partnership. Drug Action Team and Youth Offending Team. Solicitor (non-practising). (Appointed July 2003)
<b>Nigel Stone</b>	Senior Lecturer in Criminology and Criminal Justice, University of East Anglia. (Appointed September 1997) (Retired September 2007)
<b>Carol Swaffer LLB</b>	Solicitor (non-practising). Specialist in competition law, advising both in private practice and the public sector. (Appointed July 2005)
<b>Dr Marion Swan</b> MB, BS, FRC Psych, BA	Consultant Forensic Psychiatrist. Parole Board Member 1992 to 1998. (Appointed July 2000) (Retired December 2007)
<b>Barbara Swyer</b>	Probation Senior Commissioning Manager, South East Region, on secondment from role as Director of Commissioning for Hampshire Probation Area. (Appointed July 2003)
<b>Kay Terry</b>	Victim Support and Witness Service Consultant. Former Social Policy Researcher and Author. Board Member, Wiltshire Probation Service. (Appointed July 2002)
<b>Elana Tessler</b>	Former Senior Probation Officer, National Probation Service, Dorset. Lay Associate Member, the General Medical Council. (Appointed July 2005)
<b>Professor Anthony Thake JP</b>	Visiting Professor of Health and Social Sciences, Middlesex University. Mental Health and Substance Misuse Adviser to the Department of Health, NHS and European Commission. Trustee of Mental Health Foundation. Director of Equalities, Barnet, Enfield and Haringey Mental Health NHS Trust. (Appointed July 2005)
<b>Huw Vaughan Thomas BA, MSc</b>	Former Local Authority Chief Executive – Gwynedd & Denbighshire. Director, Taro Consultancy Ltd. Board Member, Hearing Aid Council. Wales Chair & Board Member, Big Lottery Fund. (Appointed July 2005)
<b>His Hon Judge Anthony Thornton QC</b>	Senior Circuit Judge, Technology and Construction Court, London. (Appointed July 2002)
<b>His Hon Judge Charles Tilling</b>	Senior Circuit Judge, Kingston-upon-Thames Crown Court. (Appointed July 2003, deferred until July 2004)
<b>His Hon Judge Leon Viljoen</b>	Circuit Judge appointed 1992. (First appointed Parole Board September 1997. Re-appointed July 2005)
<b>Susan Vivian-Byrne</b>	Consultant Clinical Forensic Psychologist. (Appointed July 2003)
<b>Adrian Walker-Smith</b>	Former Director at the Office of Fair Trading and Department of Trade and Industry. (Appointed July 2007)
<b>Dr Mary Walsh</b>	Consultant forensic psychiatrist, Rampton Hospital. Medical member Mental Health Review Tribunal. (Appointed July 2007)
<b>Helen Ward</b>	Senior Probation Officer, National Probation Service, Lancashire. Enforcement Implementation Manager, National Probation Directorate (Appointed July 2003)

## Membership of the Parole Board between 1 April 2007 and 31 March 2008 (continued)

<b>His Hon Judge Brian Watling QC</b>	Retired Circuit Judge. Resident Judge Chelmsford Crown Court 1997 to 2001. (Appointed July 2002)
<b>Mollie Weatheritt</b>	Until March 2007 full-time member and Director of Quality and Standards. Formerly Assistant Director the Police Foundation. (Appointed November 1998)
<b>Helen West</b>	Assistant Chief Officer, Sussex Probation Area. Currently seconded to NOMS. (Appointed July 2007)
<b>Alan Whiffin</b>	Formerly Chief Probation Officer, Bucks and Oxfordshire. (Appointed July 1999)
<b>Denise White</b>	Chief Probation Officer, Derbyshire. (Appointed July 2006)
<b>Mike Williams</b>	Former NHS Trust Chief Executive. Non-stipendary Anglian priest. Trustee of the Royal British Legion. Senior Research Fellow at Exeter University. (Appointed July 2007)
<b>Patricia Williamson CIPD</b>	Former HR Director in Local Government. Member CIPD. (Appointed July 2006)
<b>Mr Peter Wilshaw</b>	Formerly Detective Chief Superintendent and Head of Humberside CID. (Retired September 2006) (Reappointed for six months to handle recall cases) (Appointed July 1999)
<b>Sarah Wilson BA (Econ), MA</b>	Former Lecturer University of Leeds; formerly Independent Member, West Yorkshire Police Authority, previously Non-Executive Director, United Leeds Hospitals NHS Trust. (Appointed July 2005)
<b>Dr Simon Wood MB, Ch B Med Sc, MRC Psych</b>	Consultant Forensic Psychiatrist/Clinical Director with Hull and East Riding Community NHS Trust. Medical Member, MHRT. (Appointed August 1998) (Retired December 2007)
<b>Professor Anne Worrall</b>	Professor of Criminology, Keele University. (Appointed September 2001) (Retired September 2007)
<b>His Hon Judge Paul Worsley</b>	Circuit Judge 2006. (Appointed July 2007)

# Management Board

**Sir Duncan Nichol** (Chair)

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

**Christine Glenn** (Chief Executive)

**Diana Fulbrook**

**Sarah Lightfoot**

**Linda McHugh**

**Tony Pembroke** (Deceased March 2008)

**Alison Stone**

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

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