



Annual Report & Accounts of the Parole Board for England and Wales 2005-06



INVESTOR IN PEOPLE



Statement of Purpose



The Parole Board for England and Wales

The Parole Board is the independent body that protects the public by making risk assessments about prisoners to decide who may safely be released into the community and who must remain in or be returned to custody.

The Parole Board for England and Wales

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Annual Report and Accounts

of The Parole Board for England
and Wales 2005-06

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Parole Board

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The Right Hon Dr John Reid MP
Home Secretary
Home Office
2 Marsham Street
London, SW1P 4DF

24 October 2006

Dear Home Secretary

I have pleasure in presenting the Parole Board's Annual Report and Accounts for 2005/06.

The report summarises the work carried out to improve public protection and restore public confidence during a year which has seen the Board under public scrutiny as never before. I am confident that the Board will continue to lead rather than resist change to ensure that we are as fully equipped as possible to provide the public with the protection that it rightly expects.

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 in particular to the close control we have maintained on spending in the face of a continued increase in workload.

Yours sincerely

Professor Sir Duncan Nichol CBE
Chairman



Protecting the public and contributing to the rehabilitation of prisoners



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Chairman's Foreword

It would be quite wrong to say that the Parole Board has operated away from public scrutiny up to this point in its history, but this year we have seen the searchlight of public, media and political attention pointed at us in a way that we have never experienced before.



Professor Sir Duncan Nichol CBE
Chairman

The dreadful cases of Damien Hanson and Anthony Rice, both of whom went on to commit murder after being released early, on parole in Hanson's case and life licence in Rice's case, rightly caused the Board much anguish and soul searching. Although in both of these cases the investigations by HM Chief Inspector of Probation (HMCIP) Andrew Bridges found that the decisions to release were reasonable, based on the information available at the time, a number of wider issues of concern were raised with recommendations affecting primarily those agencies with responsibility for managing offenders and also the Parole Board itself.

Direction of travel

The Board specific recommendations have been accepted and an action plan is in place to take them forward. However, what we have found through this time of internal and external scrutiny is that many of the recommendations for change point in the same direction that we have already been travelling for some time, since we carried out a "fitness for purpose" review of the Board in 2004.

That review led to the creation of a new corporate governance structure, with the introduction of a Management Board and the creation of two new posts, the Director of Performance and Development and the Director of Quality and Standards. It also led to the raising of what I call the "Quality Agenda" to the very top of our list of priorities.

Just prior to this review, in September 2003, we also set up our Review Committee to look at cases such as Hanson and Rice to examine how we could learn lessons for the future.

This has meant that we have been able to respond quickly and positively to the HMCIP reviews with the development of intensive case management for the sexual and violent offenders that pose particular difficulties for risk assessment, the re-introduction of the member interview in certain cases and the inclusion within the Review Committee of distinguished external and independent members. Rather than resisting change we are, I believe, continuing to lead it.

The new Management Board completed its first twelve months of operation during the year, after taking over from the old Advisory Committee in March 2005. In addition to the newly appointed Directors of Performance and Development and Quality and Standards the Management Board also includes four non-executive members to give an independent perspective. This enabled us to provide much needed leadership, vision, continuity and accountability to the organisation during the year and I am very grateful to all those who sit on the Management Board for their support and advice during some trying times.

The quality agenda

The most important objective of the Parole Board is and always will be to ensure that rigorous risk assessment procedures are in place to underpin our role in protecting the public. To make the most evidenced based, and therefore best quality, decisions possible we need to make absolutely sure that no important information is missing from the dossier considered by the parole panel. In this regard I warmly welcome commitments given by the Home Secretary to ensuring that we get a full report on each offender that we consider for release. This is the foundation on which our plans for intensive case management are based.

Quality decisions require quality decision makers and recruitment of new members who can reach the highest levels of competency in risk assessment is of vital importance to us if we are to maintain the highest standards. In 2005 we appointed our largest ever intake of new members following a rigorous recruitment exercise in which 700 applicants were whittled down to 200 candidates at the assessment centre, 120 at interview and 51 finally appointed. The standard of candidates appointed by Ministers as Parole Board members continues to be as high as ever.

Human rights

A lot has been written recently about human rights and how they are supposedly undermining public protection considerations. With regard to the Board this agenda has been misrepresented and consistently overplayed by the media. Our members are very well aware that their overriding consideration should not be the rights of the prisoner, but public safety and that concern over the possibility of a judicial review should be subordinate to concerns about the risk of

harm a prisoner might pose. For the record the Board has only had its decision set aside in eight cases out of 294 where we were taken to judicial review over the past five years.

One of the many judicial review cases that found in our favour during the year was that of Harry Roberts, who is currently serving a life sentence for the murder of three police officers in 1966. The House of Lords endorsed the Board's action in disclosing highly sensitive information to a special advocate lawyer rather than the legal representative of the prisoner himself, so as to protect the source of the information. This vindication of our robust stance was replicated in the rejection of many other JR cases during the year.

Political support

I was invited to my first, and as it turned out last, meeting with the then Home Secretary Charles Clarke in April this year. By that time parole was moving swiftly up the political agenda and it has remained there ever since. The new Home Secretary, Dr John Reid, kindly agreed to fulfil an engagement to be the first Home Secretary ever to deliver our Annual Lecture in May, even though he had then been in office for only a couple of weeks.

Dr Reid spoke about the need to rebalance the criminal justice system, improve public protection and restore public confidence in the wake of recent high-profile cases. He offered the Board his full support and stated that he wanted to engage in an ongoing dialogue with us on the way forward. He also pledged to do all he could to ensure that we are fully equipped to provide the public with the protection it rightly expects.

I welcome this commitment to support and ongoing dialogue. Challenging times lie ahead of us as an organisation, but with the intelligence, integrity, expertise and independence of our members and staff behind us I am confident that we will rise to meet that challenge.



Professor Sir Duncan Nichol CBE

Chairman

24 October 2006

Chief Executive's Review of the Year

There is a saying that constant change is here to stay, and that certainly seems to be true for the Parole Board. If anything the pace of change is quickening.

This is the fifth review of the year that I have written since becoming Chief Executive of the Parole Board in 2001, so there have been a fair few changes in the work of the Board since I started.

This year's main changes have been the levels and also the types of workload that we handle, the legislation under which we operate, the way that we go about our work, and finally a very welcome new location since our move from Abell House to Grenadier House.

Workload

Overall workload has only increased by 4.4%, from 18,583 cases last year to 19,402 this year. But the most significant jump is in the number of resource intensive oral hearings, which are up a massive 42% from 1,341 cases last year to 1,900 this year.

This follows on from the House of Lords decision in the *Smith and West* case, in January 2005, to allow prisoners an oral hearing to make representations against recall. This decision led to the launch of a new oral hearing process with a single legally qualified member. There were 28 such *Smith and West* hearings in the latter part of 2004/05 and 388 in the first complete year of 2005/06.

With such a heavy workload it is essential that the processes we have in place are adequate to meet the demand. Success is largely dependent on complete dossiers being received on time and that has not been happening in enough cases. We will need to keep the pressure on the Home Office and the Prison Service to make sure that this situation improves over the next year.

Next year we will see a continued increase in the number of oral hearings as the new indeterminate sentences for public protection, brought in by the Criminal Justice Act 2003, start to filter through. The use of these sentences by the courts has been even greater than expected and over 1,000 have already been imposed since April 2005. The indeterminate sentence is similar to a life sentence in that the court will set a tariff period, after which release is at the discretion of the Parole Board on grounds of public safety. Like those serving life sentences these prisoners will be considered for release at an oral hearing.



Christine Glenn
Chief Executive

The number of DCR cases is expected to begin to fall next year as these sentences are replaced by automatic release at the halfway point for determinate sentence cases or extended public protection sentences brought in by the 2003 Act.

Performance

A detailed report on the Board's performance against business plan targets for 2005/06 is given on pages 51 to 57. It shows that most of our targets and strategic aims have been met or exceeded. These include:

- Considering 97% of parole applications within 25 working days of receipt against a target of 95%.
- Notifying 98% of decisions or recommendations within 2 working days of a panel against a target of 95%.
- Sifting 100% of *Smith and West* recall representations within 2 working days of receipt of referral against a target of 80%, thus avoiding a number of unnecessary oral hearings.
- Replying to 99% of correspondence including complaints from prisoners within 20 days against a target of 95%.

The areas where targets have not been met include:

- Setting up *Smith and West* hearings within tight deadlines, which were achieved in 75% of cases against a target of 80%.
- Reducing deferrals at hearing. The aim was to reduce the figure from 12% to 10% but the figure actually increased to 16%.

Recalls under the 2003 Act have also caused concern. Although the Board has largely met its casework targets in listing these, there have been delays in referring cases to us and in some instances this has resulted in prisoners being detained beyond the date on which they should have been released. I believe that there needs to be a debate on whether the current system needs revision and whether the role of the Board should be more of an appeal tribunal in these cases.

The Board's task was not assisted by the lack of budget certainty for a large part of the year. We were only advised of our budget share in December 2005, some eight months into the business year. This delay meant that we were unable to implement some planned changes as early as we would have liked and meant that much management time and effort was spent here which could more valuably have been used elsewhere.

These issues notwithstanding, I would like to pay tribute to both members and staff for this excellent performance against targets in the face of an increasingly heavy workload, the lack of budget certainty and the introduction of a number of changes to the way in which we work.

Change of location

In November 2005 we were delighted with a long overdue change of location from the offices in Abell House that the Board had occupied for the last 20 years. Abell House was very familiar to us, but its identity as a prison service building and the deteriorating condition of the offices meant that the Home Office offer to move into modern refurbished office accommodation in Grenadier House, right across from the Channel 4 building in Horseferry Road, was one we could not refuse. A huge amount of planning and hard work went into what was a very successful move and I would like to put on record my thanks to all the members of staff who made it possible.

VIP visitors

We had a number of VIP visitors to the Board during the year who observed DCR paper panels and had very complimentary things to say about us, these included:

Stephen Hoffman QC, Chairman of the Bar Council – *"Amidst the current climate of controversy relating to the criminal justice system, it was profoundly reassuring to observe the well-informed, rational and balanced way in which the panel handled their considerable caseload."*

Winsome-Grace Cornish, Operation Black Vote – *"In theory it could seem to depend on personal view, close-up you see decisions are based on background, track record and sound reasoning."*

Howard Webber, Chief Executive Criminal Injuries Compensation Authority – *"Clearly a serious, carefully considered yet highly efficient process for balancing the safety of the public and the interests of justice for the offender."*

Change for a reason

So change is the only constant. I welcome positive change as long as it is for a reason and not just for its own sake. We have always tried hard to be a "can-do" organisation. The key message for us to put over is that the most important consideration we have in our work is the safety of the public and reducing the risk to that safety. In this we can never stand still, we have to look constantly for ways in which we can learn from our mistakes, improve our procedures and reduce the risk to the public. We must not shirk from facing this constant challenge and the responsibility that goes with our role at the heart of public protection.



Christine Glenn
Chief Executive
24 October 2006

Improving Public Protection

The tragic cases of John Monckton and Naomi Bryant, and the investigations into the circumstances surrounding their murders by Damien Hanson and Anthony Rice, rightly drew the attention of both the public and politicians towards the vital role that the Board plays in protecting the public.

The Board itself has always been acutely aware of this role and has consistently placed the safety of the public as the overriding consideration in all that it does. We do, however, recognise that in order to maintain public confidence in the work of the Board we must constantly strive to improve the quality of our risk assessment processes. The “Quality Agenda” instituted by the Chairman on his arrival in March 2004 is evidence of this.

A number of significant initiatives have taken place in recent months to reinforce and improve the public protection role of the Board.

Quality of information

The quality of information that is made available to parole panels in the dossier on which they base their decisions is of vital importance to the quality of the decision that they eventually make. If there are flaws in the information then that is likely to contribute significantly to a flawed decision making process.

In the wake of the Hanson and Rice cases the Home Secretary undertook to make sure that a full report was provided to the Board by the Prison and Probation Services on each prisoner that we considered for release. This was a commitment that we warmly welcomed.

In order to implement this commitment the Home Office has now set up a formal review of the scope and quality of information that is required by the Parole Board. We have been working closely with the consultant leading this review. She is due to report back to Ministers on her findings shortly and we are optimistic that this will raise significantly the quality of the information that we receive.

Intensive case management

All of the cases handled by the Board are already managed by a dedicated secretariat team before they are placed before a parole panel. However, work is now underway to introduce a system of intensive case management to support members in their deliberations on the cases of the sexual and violent offenders that pose particular difficulties for risk assessment.



The aim of the new system is to make sure that, as far as is possible, all of the relevant information on which the decision should be based is made available to the panel at the earliest stage and that it is accurate and up to date. Unfortunately, recent experience has shown us that this cannot be taken for granted.

The intensive case management system will introduce new sifting and quality control measures and will also provide additional guidance to members on how to approach decision making in different types of cases. The objective is to do everything possible to ensure that all reasonable steps have been taken to get the decision right.

To ensure that the system is carefully planned and tested it will not be possible to introduce it fully until April 2007.

Member interviews

An important part of the risk assessment process for all prisoners used to be an interview of the prisoner carried out by a Parole Board member prior to the paper parole panel hearing. This interview was an opportunity for a trained Parole Board member to meet face-to-face with the prisoner and ask questions of direct relevance to the risk assessment process. For paper panels this was the only opportunity for someone from the Parole Board to meet directly with the prisoner.

In April 2004, 90% of the funding for these interviews was withdrawn, against the wishes of the Board, by the Home

Office after some research questioned the value of the process. The Board has now committed itself to re-introducing, from April 2007, these member interviews selectively for offenders who pose particular concern to the Board, notably those convicted of a sexual or violent offence who are recommended for parole by report writers. A renewed funding bid has been submitted to the Home Office, on which a reply is still awaited.

The Review Committee

In September 2003 the Parole Board set up a Review Committee to look into cases where prisoners on licence had been recalled to prison suspected of violent or sexual offences. The Committee reviews the decisions that have been taken by panel members and the handling of these cases to identify learning points, for both the Board and its partner agencies, to help prevent similar cases in the future.

The Review Committee is chaired by a High Court judge, who is also a member of the Parole Board. However, the Board has now further strengthened the review process by including distinguished individuals from outside the membership of the Parole Board on the Committee to ensure an independent and external perspective.

In the first two years after the Review Committee was set up it reviewed the decisions made in 129 cases, where a licensee had been recalled following an allegation of a sexual or violent offence.

Key Statistics

19,402

The number of cases handled during the year. This compared with 18,583 in 2004/05, up **4.4%**. This modest increase in overall cases masks the massive 42% increase in resource intensive oral hearings, which follows a 31% increase the previous year. Case law and legislative changes are turning the Board into an increasingly tribunal based organisation with responsibility for dealing with the most serious and dangerous offenders.

1,900

The number of oral hearings that took place. This compared with 1,341 in 2004/05, up **42%** and follows on from the House of Lords decision in the *Smith and West* case to allow prisoners an oral hearing to make representations against recall. Next year will see a continued increase in the number of oral hearings as the new sentences brought in by the Criminal Justice Act 2003, start to filter through.

7,528

The number of parole applications received during the year. This compared with 7,297 in 2004/05, up **3.2%**. The number of DCR cases is expected to begin to fall next year as they are replaced by the new sentences brought in under the 2003 Criminal Justice Act.

9,296

The number of prisoners recalled during the year. This compared with 9,320 in 2004/05, down **0.3%**. This number is expected to rise next year as the percentage of prisoners recalled to prison increases, often for reasons other than further offences.

49.4%

The percentage of DCR cases where parole was granted. **Down from 52%** in 2004/05 and the lowest release rate since 2000/01. The release rate is continuing to fall this year, which might well indicate a more cautious approach by panels following on from recent high-profile cases.

302

The number of determinate sentence prisoners recalled from parole following an allegation of a further offence. This is out of an average of 4,683 such prisoners on parole during the year or 6.4%. This compares with a rate of 6.5% in 2004/05 and 7% in 2003/04.

23%

The percentage of life sentence cases considered by oral hearing where life licence was granted. This is the first year where we have published this figure separately from the consideration of extended sentence prisoners. In 2004/05 the release rate (including extended sentence prisoners) was 21%, in 2003/04 it was 25%.

87

The number of prisoners on life licence who were recalled following allegations of further offences. This is out of a total of 1,495 life sentence prisoners under active supervision in the community during the year or 5.8%.

Diary of the Year



2005



David Pannick QC delivers the Parole Board Annual Lecture on the subject of *Smith and West* v the Parole Board. Messrs *Smith and West* had brought judicial review proceedings against the Board arguing, amongst other things, that they were unfairly denied an oral hearing at which they could offer representations against their recall to prison. David Pannick represented the Board all the way up to the House of Lords, where their Lordships found against the Board, sparking a wave of subsequent oral hearings.

William Crowe, the Commissioner of the New York State Parole Board, visits the Board.



Filming starts for a major three-part BBC documentary series on the work of the Parole Board. For the first time in its 38 year history the Board allows TV cameras to film the entire process from start to finish of prisoners going up for parole, as well as the work of the Review Committee. Offenders ranging from a murderer and an armed robber to an arsonist are filmed inside prison, at their oral hearing or receiving the result of their panel and once they have been released into the community. The programmes are due to be shown in the autumn of 2006.

Roger Smith, Director of the law reform and human rights organisation Justice, sits in on a DCR paper panel.



The largest ever intake of new members is appointed following a marathon recruitment exercise involving 700 applicants, 200 candidates attending assessment centres and 120 interviews. At the end of the process 51 new members are appointed, of whom 36 are independent members. This follows a gap in recruitment of independent members in 2004. The only disappointment is the low number of applicants from the black minority ethnic communities, which needs to be addressed in the future.



The House of Lords finds in favour of the Board in the case of Harry Roberts, who is serving a life sentence for the murder of three police officers, on the issue of disclosure of confidential information. The House of Lords endorses the Board's action in disclosing highly sensitive information to a specially appointed advocate lawyer rather than the legal representative of the prisoner himself, so as to protect the sources of the information. The media accuse the Board of ignoring Roberts' human rights and setting up the UK's own Guantanamo Bay.

Home Office Minister, Fiona Mactaggart MP, is a VIP visitor to the Board.



A residential week of induction and training is held for new members in early August at the Ashridge Conference Centre in Berkhamstead. The huge class of new members takes part, including judges, psychologists and independent members. The intensive training programme is a mixture of mock panels and oral hearings with speakers on subjects such as offending behaviour programmes and specialist risk assessment. A separate two day new member training event is held for 7 psychiatrist members in March 2006.



Four Development Days are held for members, organised on a regional basis with two in London, one at HMP Bristol in the south west and one at HMP Askham Grange in the north. In the morning there are plenary sessions on subjects including secretariat changes, workload and performance trends, regional liaison members, changes to the rota and decision making. In the afternoon there are workshops on improving communications and member development needs.



The new Management Board reviewed its first six months of operation after taking over from the old Advisory Committee in March. The Management Board, set up by the then recently appointed Chairman, Sir Duncan Nichol, includes the Chair, the Chief Executive, the newly appointed Directors of Performance and Development and Quality and Standards and four Parole Board members as Non-Executives.

Simon Woolley, National Co-ordinator of Operation Black Vote, visits the Board to see how the two organisations can work more closely together.



The Parole Board Annual Conference takes place over two days at Heythrop Park in Oxfordshire. The focus of the conference is reflecting on quality issues affecting the Board so as to improve practice and performance. Plenary sessions include offending behaviour programmes, MAPPA simulation, Operation Black Vote and oral hearings from a legal representatives' perspective. Workshops include domestic violence, sex offenders and the work of the Review Committee.

First ever Parole Board oral hearing conducted by video-link takes place on 10 November 2005 with the Board member and panel administrator in HMP Holloway and the prisoner, his representative and probation officer in HMP Doncaster.



The Board settles into its new home in Grenadier House, right across from the Channel 4 building in Horseferry Road. The move, which has taken place over the previous month, is a very successful one and gives the Board modern refurbished offices to work in. The Board had been based just down the road in Abell House since 1985. Everyone agrees that the new offices are a significant improvement in working conditions.

2006



The first year of *Smith and West* hearings is completed. Following on from the House of Lords decision, in January 2005, to allow prisoners an oral hearing to make representations against recall, an immediate impact was felt. A new process had to be launched with a single legally qualified member hearing oral representations. There were 28 such *Smith and West* hearings in the latter part of 2004/05 and 388 in the first complete year of 2005/06.



An inquiry by HMCIP into the circumstances surrounding the release of Damien Hanson is published. Hanson, who had been released early from a sentence for attempted murder and conspiracy to rob, went on to murder Chelsea banker John Monckton three months later. The inquiry accepts that the decision to release Hanson on parole was reasonable but criticises the Board for a lack of clarity around how changes to the offender's circumstances were dealt with after the decision had been made. Active steps are taken to implement the Report's recommendations.



Following hard on the heels of the Hanson case, a burglar released on parole is convicted of the murder of Chiswick teacher Robert Symons. Yousef Bouhaddou stabbed the teacher to death five weeks after being released on parole. A Parole Board Review Committee inquiry finds that the recall offence was not predictable and the decision to release is reasonable, but this does little to stop the brewing media storm.

Judge David Carruthers, Chair of the New Zealand Parole Board, visits to see how we operate. In a truly international month nine members of the Czech Republic Parole Board also pay us a visit.

Maintaining High Standards

The Board's approach to maintaining and improving the highest standards of decision making is based on a three-pronged approach.

Firstly, it needs to be assured that the information on which its decision making relies and which is provided largely by others is fit for purpose. Secondly, it needs to ensure that its own decisions are reasonable, that they comply with directions and that they are informed by developments in risk assessment. Finally, the Board needs to ensure that it learns lessons from what happens to those it releases on parole or life licence, whether they are recalled to prison, commit further offences, or complete their licence successfully.

The Board made significant progress on all these fronts during the year.

The cases of Damien Hanson and Anthony Rice threw into stark relief the need for the Board to ensure that its decisions are based on all available information, which is properly weighed and considered by those who provide the Board with reports, as well as by Board members themselves. The Board has continued to discuss with its partner agencies about what it requires from their reports and from other documentation that is provided to it.

This has proved to be a complex and time consuming task, largely because responsibility for providing the information that the Board requires lies with many different parts of the Home Office and other agencies. At the same time the establishment of the National Offender Management Service has resulted in lack of clarity over responsibilities. The Board welcomes a recently established Home Office review into its information needs and requirements but stresses that responsibility for delivering these needs to be clearly owned at strategic level within the Home Office if further progress is to be made.

In April 2005 the Board acquired new statutory responsibilities with respect to determinate sentence prisoners recalled to prison following a breach of licence. The Board now reviews every such case with a view to releasing the offender if it considers that the risk they pose can be managed in the community. We undertook a number of reviews of this new area of work during the year with the aim of promoting greater consistency of approach.



Mollie Weatheritt
Director of Quality and Standards



The Board has continued to review in detail all cases where a licensee is recalled to prison following an allegation that he or she has committed a sexual or violent offence. As a result we have identified a number of areas where we need to review and revise our decision guidance. This includes the appropriate weight to give to measures of static risk and the issues raised for risk assessment by offenders who use violence for instrumental ends.

During the year the Board undertook a major review of its casework manuals and a major task for the coming year will be the production and publication of a companion volume on risk. In order to improve rigour and consistency of decision making in those cases that the public are most concerned about the Board commissioned work from experts in their respective fields to improve its approach to assessing risk in the case of sexual and violent offenders. We will also be working closely with the team that produced the risk of harm training guidance published by NOMS for improving risk assessment in the Probation Service. The Board has benefited from contact with the Scottish Risk Management Authority in this context.

The Board has little analytical capacity of its own and has traditionally been dependent on others for information about the patterns and outcomes of its decision making. It has become increasingly apparent that the rate at which prisoners released on life licence are recalled has been rising. Both the

Board and the Home Office are concerned about this trend, for which there are many possible explanations. For example, it may be related to the Board's decision making; or it may be that the Probation Service, responding to an increasingly risk averse environment, is resorting to recall more readily than it has done in the past. Whatever the cause, explanations can be little more than speculative and the Board has pressed, and will continue to press the Home Office, for what it sees as much-needed research in this area.

A particularly important development for the Board has been the establishment of a lifer database. This collects detailed information on the personal characteristics, forensic history, custodial behaviour and success or failure on licence of every indeterminate-sentenced prisoner whom the Board has released since September 2004. Such a database appears to be unique and we are not aware of an equivalent anywhere else in the world. In time it will provide a rich source of data on factors related to success or failure on licence, information which the Board will feed into its decision-making guidance. It is intended that the data base will also be made available to bona fide researchers with an interest in particular topics.

Mollie Weatheritt
Director of Quality and Standards

Victims

The work of the Board is not about punishment or retribution, or the rights of the prisoner, it is first and last about public safety.

Our role is not to look to the past but rather to look to the future to prevent the possibility of there being future victims. The Board has continued to work with other agencies with a victim perspective and was pleased to see the Victims' Code of Practice implemented. In our conversations with victims and victim groups we have received three main messages. Their first concern is that no one else should become a victim. Secondly, victims want to be confident that conditions will be added to the licence so that they will not be contacted or come face to face with the offender. The third message is that Parole Board members should demonstrate a strong understanding of victim issues



Sarah Lighfoot
Director of Performance and Development

Victim information and risk

The overriding purpose of the Board is to assess the risk of harm in the future and to prevent there being future victims. The Board is strongly aware that victims will often have information that is directly relevant to the assessment of risk. This may relate to the circumstances surrounding the original offence and provide additional knowledge about the behaviour of the offender at the time of the offence which should be considered in making any decision about possible future risk.

We are aware that victims do not currently have the confidence that information they provide will be kept confidential during the process. Victim Liaison Officers tell us that the rules on disclosure are a problem and they are unable to give complete assurance to victims. We have raised these concerns with the official leading the review into the quality of information that is required by the Board and in our response to Ministers on Rebalancing the Criminal Justice System.

In most cases victims do not perceive future danger to themselves, but they want to ensure that the person who committed the offence does not create any future victims. It is even more important in the small number of cases where there remains a current risk to the victim that this information can reach the Board without compromising the safety of the victim.

Licence conditions to protect victims

Where the Board has responsibility for adding conditions to an offender's licence on release we welcome representations from the victim about conditions they think should be applied to the offender whilst they remain on licence.



These conditions may forbid contact with the victim, members of their family and other named individuals, or may prevent the offender entering a specified geographical area. Breach of these conditions makes the offender liable for recall to prison. We always take account of victims' views whether they come to us directly in the form of confidential statements or letters, or indirectly via a probation officer. In order to best protect the victim the Board has a duty to ensure that licence conditions are enforceable and cannot be challenged. If, for example, we needed to amend a request for an exceptionally wide exclusion zone we would always ask for an explanation before making a final decision and give a written justification to the victim.

Until recently, the Board added a non-contact condition with the victim as a matter of course. However, many victims do not wish to be named on the offender's licence and the Board is aware that they can feel re-victimised if this is done without their permission. The Board now has a policy that non-contact conditions with named victims will not be included unless specifically requested. The only exception is when the Board considers that there is a definite risk to a victim known to them at the point when a determinate sentence prisoner must be released by law.

Victim perspective

All members, regardless of their personal experience or background, are appointed, trained and appraised on the basis of their ability to objectively assess the offender's current and future risk of harm to the public and their risk of re-offending. The Board has been working with victim groups for some time to strengthen our victim perspective and we believe the victim experience is already well represented by existing members. To bring some empirical testing of this view we recently carried out a survey of members to find out how many of them had either been a victim of crime themselves, were closely connected with someone who had been a victim or had first-hand experience of working with victims. Almost half of our 160 members responded to the survey, and of the 73 that did respond 99% were able to demonstrate that they did indeed have a strong victim perspective, 95% had

been a direct victim of crime, 64% were closely connected with someone who had been a victim and 53% had worked in a victim support context.

Strikingly, their experiences were often of very serious offences indeed. 14% had been victims of rape or sexual assault, 20% had been victims of violent or gun crime and 14% had been victims of domestic violence or stalking. 9% of members were closely connected with someone who had been a victim of murder, manslaughter or attempted murder.

53% of members had worked directly with victims of crime in a victim support context, 26% as a representative of a victim supporting organisation, 21% as a psychologist or psychiatrist and 5% as a police officer.

We have also reviewed our training for members. All our training is about improving risk assessment in order to prevent there being future victims. We have now made our training on victim issues more explicit both in induction training and ongoing member development.

We also aim to work closely with Victim Support and other victim groups in jointly developing policy in this area as the government's rebalancing agenda begins and we welcome the proposed additional role of the Secretary of State's presenting officer as a victim advocate at panel hearings.

Sarah Lighfoot

Director of Performance and Development

The Review Committee

Formed in 2003 and officially launched in January 2004, the Review Committee is now approaching its third anniversary.

The current chair is the Board's Vice-Chairman, the Hon Mr Justice Butterfield, who now heads a Committee that has expanded in its membership and which has assumed a higher profile in the Board's work.

The Committee exists to scrutinise the decisions to release prisoners who have subsequently been recalled to custody, accused of violent or sexual offences. These include both determinate sentence prisoners on parole and lifers on life licence. In addition to considering whether the decision in each case could be justified on the basis of what was known at the time, the Committee will also recommend points of best practice arising from the case and identify learning points for the future.

The independent investigations by HMCIP Andrew Bridges, into the cases of Anthony Rice and Damien Hanson, have helped push the Committee's work into the public arena and emphasise that the Board takes its responsibility very seriously and wishes to learn lessons when such tragedies occur. The Committee's findings were fed into the HMCIP investigations enabling an independent view to be taken of them.

At its advent the Committee was solely an internal body of experienced Parole Board members drawn from a variety of professional backgrounds. Since that time, the Committee's meetings have been enriched by the regular attendance of Ms Wendy Morgan, a chartered forensic psychologist from London Metropolitan University. The Board has also been delighted to welcome to the Committee's membership Stephen Shaw, the Prisons and Probation Ombudsman and Peter Neyroud, Chief Executive designate for the National Police Improvement Agency and ex-Chief Constable of Thames Valley Police. The appointments of these two eminent professionals not only add to the Committee's expertise but also confirm the Board's desire to widen its scope for review and ensure that we avoid any degree of insularity in scrutinising our own decisions.

During the year, the Committee considered 46 cases where an individual has been returned to custody from licence after having allegedly committed a violent or sexual offence.



Terry McCarthy
Head of Casework



Taken against the background of several thousand cases where the Board directed or recommended release in the same period, this represents an extremely small proportion of the total number of prisoners on licence in the community, the vast majority of whom progress successfully towards the completion of their sentence. Not all of the 46 were ultimately convicted or even brought to trial. Nevertheless, each such case is one case too many and of great concern to the Board.

The work of the Committee has brought with it new insight into concepts such as “warehousing” (where a prisoner can progress no further, yet must be detained perhaps indefinitely because of the level of risk he presents) and “instrumental violence” (the planned and calculated use of violence to achieve an objective). The Committee has commissioned articles on such issues as domestic violence, the application of multi-agency supervision arrangements and prisoners transferred between the prison and mental health systems. The aim of the Committee when considering such diverse issues is to enhance the art of assessing risk, the Parole Board’s *raison d’être*.

As the Committee approaches its third anniversary, a review of its size, functions and administration is taking place. The Committee will continue to evolve and grow in importance to the Board’s core work. The Committee cannot of course set right that which has gone wrong, but it can help to raise quality standards and educate those having to take decisions in the business of risk assessment.

Terry McCarthy
Head of Casework

Case Study One

A 35 year-old man serving a life sentence for murder of another man after an argument was released on licence after 17 years by the Board, 7 years after his tariff expiry date. Shortly after his release an allegation of rape against a 16 year-old girl came to light that had taken place whilst he was being tested in the community prior to his release, but which had not been made available to the panel because the victim had refused to make a statement.

The Review Committee found the decision of the lifer panel was reasonable, with the reasons given for release detailed, balanced and addressing relevant risk issues. The recall offence was not found to be predictable as there was no prior sexual record and no parallel with the index offence.

The principal issue in this case was the need for other agencies to share information and a recommendation was made to look into ways of ensuring that in future cases details of all alleged offences are communicated to the Board.

Case Study Two

A 39 year-old man serving an 11 year sentence for conspiracy to rob and false imprisonment was released 11 months early by the Board. During that period he absconded from his bail hostel and proceeded to murder and rob a 56 year-old woman.

The Review Committee found that the recall offence was not predictable but the parole panel failed to recognise the high static risk presented by the prisoner and relied too heavily on the prisoner’s own account of his commitment to change.

The case led to renewed emphasis in member training on the weight to be placed on static risk factors and risk of harm despite progress in custody. The panel members concerned were also given formal individual feedback.

Life Sentence Oral Hearings

All lifers who are past their tariff expiry are entitled to appear in person before the Board. Such oral hearings normally take place at the prison in which the lifer is held. They will be chaired by a judge or a legally qualified member. Where the circumstances of the case warrant it the panel will include a psychologist or a psychiatrist. The third person will be an independent, probation or criminologist member.

In addition to the prisoner and the panel, the legal representative of the prisoner is present, together with a prison officer representing the Secretary of State, and where required the prisoner's probation officer and prison psychologist. The panel might also call other relevant witnesses.

Case Study

Chris was aged 40 and had served three years over a tariff of twelve years imposed for murder. He had exhibited disturbed behaviour from an early age and frequently witnessed violence between his parents. He was first convicted aged 10 and subsequently appeared in court on 15 occasions. His convictions included several for possessing an offensive weapon and one for an indecent assault on a 13-year old girl, for which he had received a prison sentence. On release from this sentence he married a woman who had been visiting him in prison but within a year had stabbed her after disapproving of her association with other men. Six months later he broke her arm. While awaiting a court appearance for this offence he fatally stabbed her.

The early years of Chris' imprisonment were stormy and he was frequently disciplined for abusive behaviour and fighting. His behaviour then became more settled and he completed work on his abuse of alcohol and drugs, both risk factors related to his offending. However, he found it difficult to accept that his behaviour towards women was problematic and did not regard himself as a sex offender. The Board considered that his risk to life and limb remained too high either for release or for transfer to open conditions.



Paul Dodgson – Judicial Member

I was appointed a Circuit Judge in 2001 after 25 years as a barrister spent both prosecuting and defending in criminal cases. Since my appointment I have been permanently located at Southwark Crown Court, a busy court centre where many cases of serious crime are dealt with.

As part of my every day work I sentence offenders. The sentences I impose range from financial penalties to life imprisonment with everything else in between. I have to be aware of all sentencing options including community sentences and the consequences for both the offender and the victim. When sentencing, the offender's personal circumstances and background are of course relevant, but when dealing with very serious offences it may be that these can be of little significance.

Before I joined the Board I thought I had a fairly good idea of how prisons work but I have learnt far more since then. Both my normal job and the Parole Board job focus on how best to protect the public from harm and, if possible, how

best to secure the rehabilitation of the offender.

I have learned that whilst prison can often provide a constructive framework which offenders can positively benefit from, in some cases prison can provide little more than a means of ensuring that dangerous offenders are contained. None of the decisions that I or my colleagues at the Parole Board make is made lightly and we are all aware of the consequences that could flow from the premature release into the community of an offender who remains a potential danger.



Claire Barkley - Psychiatrist Member

I have worked within mental health services in the NHS for 23 years and specialise in forensic psychiatry. I work in secure services with patients who have often offended against the law.

There is a dual role of patient care and public protection. Where I currently work, victims have frequently been family members. I have worked with men, women and children in a range of secure settings, but I currently lead a service for women. I also have been involved in providing specialist mental health care to women's prisons for sixteen years.

Many of the service users also have experience of the prison system and there is considerable overlap. Sadly their previous experiences of domestic violence, child abuse and institutional care have often led to situations where social exclusion and vulnerability have resulted in offending. Many also use self-harm and substance misuse as a coping strategy.

My work on the Board over the past five years has broadened my knowledge of the criminal justice system and especially of the work of prisons and the probation service. Most offenders are not mentally ill although many have do have complex needs, personality and coping difficulties and substance dependency. It has helped my clinical practice to see a wider range of prisoners.

I find the oral hearings particularly rewarding in that the evidence on the day can sometimes illuminate a situation sufficiently to turn around my preliminary view of the case. There is no substitute for being able to hear from, and ask questions of the prisoner.

Recently I have served on the Board's Performance and Development Committee and have assisted with the recruitment and selection of other psychiatric members. This has been fascinating and, as often with the Board, I have developed skills applicable in my workplace. I am grateful to my employing NHS Trust (BSMHT) and clinical colleagues for their support for my work with the Board.



Robert Halsey – Psychologist Member

As a forensic clinical psychologist on the Board I am able to put to good use my specialist knowledge of forensic risk assessment. This is a natural extension of my "day job" in the NHS in which I routinely contribute to multi-disciplinary decision making in a variety of contexts. I work with mentally disordered offenders within a secure mental hospital and, following their period of inpatient treatment. I help to provide community follow-up in the Camden area of North London.

In some respects the work mirrors what I do on the Board because when working with such patients, formal risk assessment is important at points of transition to lower levels of security. However, in contrast to the work that I do with the Board, the assessment of risk with such individuals is a continuous rather than a discrete process.

In addition to my NHS role I am also a member of FTAC (Fixated Threat Assessment Centre) which is the only joint mental health and police operational unit in the country. This is a relatively new Home Office initiative, which at present operates closely with the Metropolitan Police to assess and manage the risk posed by the mentally ill to significant figures in public life.

As a psychologist member of the Board the vast majority of my work involves life sentenced prisoners. I particularly enjoy attending oral hearings and following the developmental progression from the abstract information contained within the dossier through to the hearing itself which is brought alive by the presence of the inmate, his family and lawyers.

In addition to panels, my other main commitment to the Board is to sit on the Review Committee. This meets at regular intervals to examine in detail and to highlight learning points in cases where an individual who has been released on parole goes on to commit a further serious offence. The Hanson and Rice cases are recent high profile cases which the Committee has reviewed.



Barbara Parn – Probation Member

I joined the Parole Board as a Probation Member in 2003 and am currently seconded from Warwickshire Probation Area as the Business Change Manager to the C-NOMIS project. C-NOMIS is an IT project, which at first sight would appear to have little to do with the Parole Board, but as the system will in due course replace all Parole Board IT provision, it is a useful link for all parties.

Three years into my appointment as a member I am now able to undertake the full range of Parole Board work, thus drawing upon my past experience in the probation service where I worked in public protection teams with sex offenders and life sentence prisoners and also managed a victim contact unit.

Early in 2006, I was fortunate enough to be selected to represent the Parole Board in a series of seminars set up under the auspices of an EU exchange project to the Czech Republic. The Czech Republic has only recently established a conditional release system and currently does not have a standardised process in place to inform the decision makers

of the risk that prisoners who are applying for early release might pose to the public.

Judge Peter Fingret and I spent five days in Kromeriz, a small town in Moravia, and attended two seminars with Czech judges, state prosecutors, probation officers and prison staff. The objective of the seminars was to review the conditional release system and look for opportunities where it could be improved.

Peter and I gave a range of presentations which covered the history of the Parole Board, risk assessment, interventions, release procedures, work with victims, the role of the MAPPAs and the sex offender register and finally supervision and enforcement. We also contributed to discussions about current practice in the Czech Republic and how their system might develop.

DCR Paper Panels

Discretionary conditional release prisoners serving sentences of four years or more are eligible for parole at the half-way point of their sentence. The Board sits in panels of 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 and each of them takes the lead on one-third of the cases under consideration.

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.

Case Study

Alan was aged 35 and was serving 10 years for supplying Class A drugs, committed when he was subject to a community sentence. The sentencing court found that he was at or near the top of the supply chain in his local town. He was first convicted aged 18 and subsequently on six separate occasions, mostly for burglary and possession of cannabis and heroin. Between the ages of 16 and 25 he used drugs regularly and offended to support his addictions. At the time he committed the offence of supply he said he had been clean of Class A drugs for some years but used cannabis to relax at the weekends.

Alan had been regularly drug-tested in prison and the tests were always negative. Until relatively recently he had maintained that he was but a small cog in a larger supply chain. He qualified for parole after five years but the first review panel found his risk remained too high to release him for the 20 month period when he would otherwise have been in custody. At his second review the panel noted that he had now fully admitted to the part he played in the offence, that he had completed a drug awareness course, and that he was to be released to a new area, away from old associates, to which his wife and family had since moved. His father-in-law had offered him employment. Report writers said that his long sentence had been salutary and that he had learnt his lesson and were unanimous that his risk could be managed on licence for the remaining 8 months. The panel awarded parole.





Anne Worrall – Criminologist Member

I am a Professor of Criminology at Keele University and I joined the Parole Board because I think it is important for academics to keep their feet on the ground and be involved in making 'real' decisions about 'real' offenders.

I started my working life as a probation officer and worked for ten years in a probation office in Stoke-on-Trent. Then I worked at Manchester University as a Lecturer in Social Work with special responsibility for students training to be probation officers. So my work involved me with the probation service for some 20 years and I hope this has given me a degree of understanding about the challenges of supervising offenders in the community.

I have been teaching criminology since 1993. I have undertaken research and written on women offenders and that is probably what I am best known for in the academic world. We don't see many women offenders on the Parole Board, which confirms my belief that women still commit very little serious crime – whatever the media says! Before I joined the Parole Board, I was a member of the Board of Visitors at Drake Hall, which was then an open prison for women.

In practice, the work I do for the Parole Board is very much the same as that done by Independent Members. But I think I bring an understanding of the relationship between research and practice in criminal justice that some others may not have, despite their many other qualities and experiences. It is very important to have a mix of backgrounds on the Board and I have always valued the different perspectives of colleagues.

Like many members who have been on the Board for some while, I miss doing interviews with prisoners. Interviews assisted in decision-making but, perhaps more importantly, we were required to talk face-to-face, one-to-one to prisoners about their situations and that made an invaluable contribution to our understanding.



Peter Wilshaw – Independent Member

I was 16 and had been a Police Cadet for just two days when I attended my first murder scene. A desperate mother had turned on the gas taps, intending to kill herself and her two infant children. She had survived - the children hadn't. I will never forget the terrible sight of those two perfectly formed small human beings, deprived of any future at the hands of the one from whom they might have expected the best protection.

Over the next 30 plus years as a police officer I attended many other crime scenes. I met and consoled hundreds of victims and their families and did my best to bring the perpetrators to justice. I saw first hand how lives were ruined by crime and criminals and, when I retired from the police, was able to bring that experience with me into the Parole Board.

My experience is not unique or special. Each and every member of the Board brings something extra that makes the Board what it is. This balance of experience helps panels to arrive at the difficult decisions that it is the Board's duty to make and to protect the public. The experience I have gained over the past 7 years, working with Board colleagues from different walks of life, has equipped me well, as a member and in my role as a Regional Communication Member and as a member of the Board's Audit and Risk Management Committee.

In my experience the broad balance of skills and experiences, drawn from a variety of walks of life, continues to serve the Board well. An over-representation of any one group risks losing this fine balance and could result in an under-representation of the community.

As I come to the end of my tenure on the Board I am able to reflect on a period of constant change but of a difficult job done well.



Kay Terry – Independent Member

I work as a consultant with Victim Support, which is a national charity that offers emotional support and practical help to victims of crime and to witnesses at every criminal court in England and Wales. I have many years' experience of planning and reorganising services, and am particularly pleased to have been involved in the development of the Witness Service in magistrates' courts.

The Parole Board aims to have the victim at the heart of its decision making process. When considering the release of prisoners, members may have access to reports that convey the concerns of victims. Members give careful consideration to licence conditions, which are aimed at protecting victims. For example, a condition may prevent contact with a victim, or impose geographical restrictions. Ideally licence conditions will provide the victim with a level of reassurance, when the prisoner is again in the community. With my background, I hope to make a useful contribution to discussions and ensure that victim considerations are taken fully into account. I have been a Parole Board Member for four years, and am pleased that the information relating to victims has been increasing. It's a slow process, but is improving.

I am a member of the Board's Review Committee, which examines cases where a prisoner, released on parole, has committed a further serious offence. The learning points from the Committee are fed back to members, to ensure continuous improvement of our work. I also find this feedback informs my work as a member of a Probation Board, as I am acutely aware of the risks and challenges of supervising high risk offenders in the community. My different roles – with the Parole Board, Victim Support and a Probation Board – have made me realise the importance of partnership working, so I have been happy to act as a Regional Communication Member for the Board, building links with partners in the criminal justice system in my local area, the South West.

Improving Communications

Top quality two-way communications is the lifeblood of any effective organisation and raising the standard of communications with all of the Board's audiences, both internal and external, was an important theme throughout this year.

This culminated in a major stakeholder consultation exercise that resulted in the drawing up of the Board's first ever fully comprehensive communications strategy.

The background to this strategy was the need to find a way of answering our critics in high profile cases, contributing to proper public debate, meeting increased expectations in terms of openness and accessibility and a need to improve our lines of communication with our criminal justice partners. It was also set against the background of radical changes to our role and remit, imposed by the Criminal Justice Act 2003, which gives the Board sole responsibility for the release of the most dangerous offenders in society and will undoubtedly increase public, media and political scrutiny of the Board.

Meeting stakeholder needs

A consultation exercise was carried out in February 2005 and a meeting of stakeholders took place in March. A team led by former full-time member Jo Dobry then turned the results of the consultation into a comprehensive communications strategy that was agreed by the Management Board and published in July 2005. The strategy mapped out the communications needs and expectations of stakeholders, key messages for each group of stakeholders, existing channels of communications, gaps in existing communications activity and an action plan outlining what could be done to fill them.

A former Director of Communications from the Cabinet Office, Barry Sutcliffe, was brought in as a consultant to assess what resources would be needed to implement the action plan. He quickly came to the conclusion that a full-time communications officer was needed to lead the step change in communications that was being called-for and that eventually led to my appointment as the Head of Communications in February 2006.

High-profile cases

As it turned out I did not arrive a moment too soon, and within days of taking up post I was pulled into the preparations for handling the first in a series of damaging and high profile cases where offenders released early from prison had gone on to commit further serious offences.



Tim Morris
Head of Communications

The first case was that of convicted burglar Damien Hanson who, having been released half-way through a 12 year sentence for attempted murder and conspiracy to rob, three months later went on to murder banker John Monckton and attempt to murder his wife. The second case was that of burglar Yousef Bouhaddou who was convicted of the murder of teacher Robert Symons five weeks after being released on parole.

Further cases, including that of Anthony Rice, were to follow within a few months, leading to an unprecedented level of media and political criticism being aimed at the Parole Board and the Probation Service. What all of these cases highlighted was the vital importance of communications with our criminal justice partners, in particular the Prison and Probation Services, and our dependence upon them for providing us with good quality information on which to base our risk assessments.

These cases also flagged up the increased expectations of the media and the public for greater openness about the workings of the Board and the demand for us to explain how we had arrived at our decisions. The cases of Damien Hanson and Anthony Rice were both the subject of investigations by the HMCIP, whose full reports were placed in the public domain. This actually allowed us to defend ourselves more fully than we had in the past, by explaining exactly what information we had based our decisions on, as well as accepting where we needed to improve and what remedial action we proposed to take.

BBC documentary

In May 2005 the BBC started work filming a major three-part documentary series on the work of the Parole Board. For the first time, in co-operation with the Prison Service, we have allowed TV cameras to film prisoners going up for parole. Prisoners have been filmed inside prison awaiting their hearing, at oral hearings and reacting to the decision either to knock them back or release them into the community. The

programmes are due to be shown in the autumn of 2006. Our hope is that they will have a very timely and significant impact in showing the public exactly what is involved in the very difficult decisions that panel members have to make and how professional they are in the way that they approach those decisions.

Another important development during the year was the establishment of the network of ten Regional Communication Members to mirror the ten NOMS regions. These members have been given the task of making contact and opening lines of communication with key regional stakeholders and criminal justice partners and acting as representatives to promote the work of the Board at a regional level.

Targets for 2006/07

The challenge now is to build upon the excellent work that has already been done over the past 12 months and seek to enhance the profile of the Board and explain its work to the public using all the communications channels available. Targets set for 2006/07 include improving the Board's relations with the media, reviewing the Board's website with a view to completely rebuilding it and developing a well defined and consistent corporate identity for the Board.

No less important is communication with our internal audiences and stakeholders to ensure that we have their full support and are providing them with what they need to do the best job possible. Targets set for 2006/07 include developing the network of Regional Communication Members, reviewing and developing Parole Board members' communications and reviewing and developing communications with Parole Board staff.

Tim Morris

Head of Communications

Statement of Accounts

Management Commentary

Background and statutory framework

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

The Parole Board:

- Considers, under the Criminal Justice Act 1991, the early release of determinate sentenced prisoners serving four years or more. By the Parole Board (Transfer of Functions) Order 1998 the Board has delegated authority to decide applications from prisoners serving less than 15 years; for those serving 15 years or more it makes a recommendation to the Secretary of State.
- 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 Board is guided in its work, with regard to life sentence prisoners and determinate sentence prisoners by Directions to the Board issued by the Secretary of State.

Principal activities

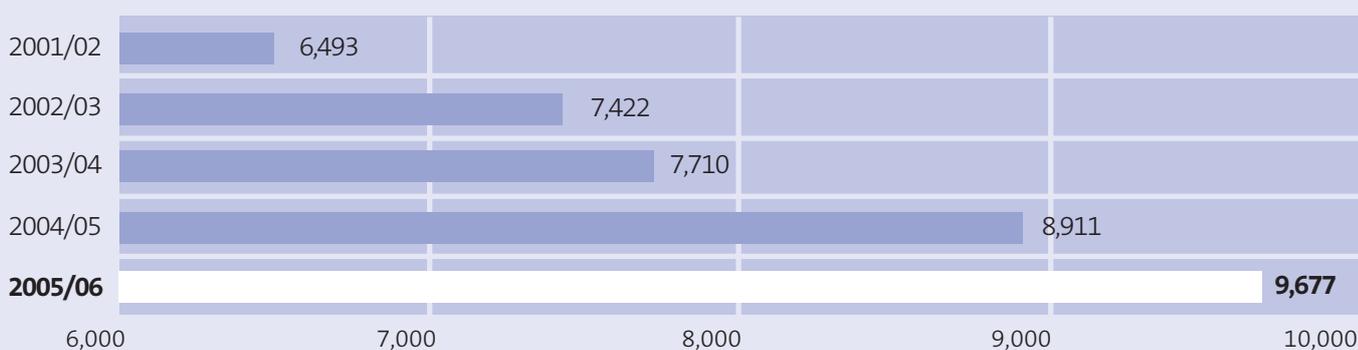
Statement of purpose - The Parole Board is the independent body that protects the public by making assessments about prisoners to decide who may safely be released into the community and who must remain in or be returned to custody.

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

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

Overall, 9,677 applications were decided which compares with 8,911 in 2004/05 (an increase of 8.5%). The number of applications has increased in both paper and oral hearings. The table below charts the caseload over the last 5 years.

Number of applications



Review of objectives

The Board considered 7,528 applications from determinate sentence prisoners under Discretionary Conditional Release (DCR) and extended public protection provisions (7,297 in 2004/05, an increase of 3.2% on the previous year). The submission of dossiers for DCR prisoners on time by prison establishments was 76% (81% in 2004/05) and the Board processed 97% (98% in 2004/05) of these cases within the target timescale of 25 working days from dossier receipt. The Board managed to notify decisions within 2 working days of the panel in 98% (98% in 2004/05) of all cases completed during the year.

The overall result was that 86% of DCR prisoners were notified of a decision at least two weeks before their Parole Eligibility Date (PED) (82% in 2004/05) while 89% of prisoners received a decision by PED (86% in 2004/05).

The number of mandatory life sentence paper panel cases considered by the Board was 678 (625 in 2004/05), which is an increase of 8.5% over the previous year. The number of oral hearings cases considered by the Board was 1,900 (1,341 in 2004/05), an increase of 559 (42%) over the previous year. Of these, 388 hearings were conducted by single member to hear representations against recall to prison for determinate sentence prisoners following the House of Lords' judgement in January 2005 in the cases of *Smith & West*. The Board's objective was that in 90% of cases decisions of oral hearings should be communicated within 5 days of the hearing and this was achieved in 92% (89% in 2004/05) of cases.

The implementation in April 2005 of provisions in the Criminal Justice Act 2003 for the recall to custody of determinate sentence prisoners resulted in the Board considering 9,296 cases where such a recall had been made by the Secretary of State. This compares with 9,320 cases considered in 2004/05 under previous legislation.

Basis for preparing the accounts

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

Going concern

The balance sheet at 31 March 2006 shows net liabilities of £243,651. 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 Home Office. This is because, under the normal conventions applying to parliamentary control over income and expenditure, such grants-in-aid may not be issued in advance of need. Grant-in-aid for 2006/07, taking into account the amounts required to meet the Parole Board's liabilities falling due in that year, has already been included in the department's Estimates for that year, which have been approved by Parliament, and there is no reason to believe that the department's future sponsorship and future parliamentary approval will not be forthcoming. It has accordingly been considered appropriate to adopt a going concern basis for the preparation of these financial statements.

Funding

The Board's only source of income is grant-in-aid provided by the Home Office and this was £5,900,000 for the year. This was an increase of £1,665,000 (39.3%) on 2004/05 and the increased funding reflects the implementation of the Criminal Justice Act 2003 and compliance with the House of Lords judgement in the cases of *Smith & West*. The Board's cash at bank as at 31 March 2006 was £620,947 of which £500,000 was grant-in-aid for April which was received on 31 March 2006 and has therefore been treated as deferred income in these accounts. The remaining balance of £120,947 is £2,947 (0.05%) above the 2% maximum permitted grant-in-aid year end carry over. All other miscellaneous receipts, including interest received on the Board's bank account, is surrendered to the Home Office for payment to the Consolidated Fund.

Financial performance

The operating surplus for the year was £32,553, which compares with a deficit of £72,410 in 2004/05. The balance sheet indicates negative reserves of £243,651 as at 31 March 2006, this compares with a balance sheet deficit of £274,081 at 31 March 2005.

Unit costs

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

	2005/06	2004/05
Paper Hearing - Determinate sentence case (DCR)	£251 per case	£241 per case
Paper Hearing - Life sentence cases	£508 per case	£454 per case
Oral hearings – 3 member panels for the hearing of lifer and extended sentence prisoners (ESPs)	£1,667 per case	£1,511 per case
Oral hearings – single-member panels for the hearing of representations against recall for determinate sentence prisoners	£1,212 per case	
Recalls under the Criminal Justice Act 2003	£69 per case	

The increase of £54 (12%) in the unit costs for paper hearings in life sentence cases reflects the increased use of fee paid retired judges for this work instead of using serving judges supplied under notional costs by Her Majesty's Court Service. The increase of £156 (10%) in the cost of 3-member panel oral hearing cases reflects the significant increase in the number of cases that were adjourned or the decision deferred for further information. The comparatively high cost of the single-member recall panels for the hearing of representations against recall for determinate sentence prisoners reflects the fact that usually only one case is heard on a sitting day.

In response to the European Court of Human Rights judgement in the case of *Stafford* in May 2002 (which gave mandatory lifer prisoners the right to an oral hearing of their case) the Board operates a sifting system which allows for cases to be initially considered on paper while still providing for the ultimate right to an oral hearing. The Board estimates that in 2005/06 this process realised savings of £240,000 (£207,000 in 2004/05) as well as ensuring that scarce human resources were better deployed.

The Board also undertook an exercise to identify the wasted costs associated with deferral of oral hearings for circumstances, which were almost always outside of the Board's control. The results of this exercise indicated that the estimated cost of deferred hearings for the year was £357,000 (£227,000 in 2005/06). The cost of deferred decisions in determinate sentence cases was estimated at a further £36,000 (£70,000 in 2004/05).

Fixed assets

In November 2005 the Board moved from premises managed by HM Prison Service into other Home Office accommodation. As a consequence of this move the Board's main IT provision changed from HM Prison Service to the Home Office. The year saw the acquisition of further minor IT hardware and furniture to supplement the provision made by the Home Office.

Payment performance

The Board's policy, in line with Government requirements, is to pay a minimum of 95% of its creditors within 30 days, with a target of achieving a 100% payment rate within 30 days. During 2005/06 100% (87.5% in 2004/05) of all invoices were paid within the target period.

Euro

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

Audit

Internal audit services are provided by the Home Office Audit & Assurance Unit (AAU) and in 2005/06 the amount charged for these services was £9,325. This included the provision of 20 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 £15,000 in respect of the statutory audit for 2005/06. The auditors received no remuneration for non-audit work.

Future developments and research

The Board's main research investment during the year in question was in the setting up of a lifer database. This holds detailed information on all prisoners sentenced to life or to an indeterminate sentence for public protection released since September 1994. The aim of the research is to examine the factors related to success and failure on licence.

The Board commissioned a number of smaller projects on, for example, the nature of the actuarial risk information that it received in determinate sentence cases; and the reasons for setting further reviews in recall cases.

Figures provided to the Board by the Lifer Release and Recall Section show a steady increase over the past five years in the proportion of released life sentenced prisoners that are recalled. The Board has continued to press the Home Office to undertake research aimed at explaining this rise. We have set up our own Lifer Database which now records details of every life sentenced prisoner released since September 2004. This database will in time allow detailed research on all aspects of lifers released back into the community.

Corporate governance

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

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

The Chief Executive was Christine Glenn.

The full-time salaried members of the Board during 2005/06 were:

- Kyrie James
- Sarah Lightfoot (Director of Performance & Development)
- Mollie Weatheritt (Director of Quality & Standards)

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

Other interests of senior management were as follows:

- Professor Sir Duncan Nichol – Commissioner for Judicial Appointments, Chairman of the Home Office National Accreditation Panel for Offending Behaviour Programmes, Non-Executive Director of the Correctional Services Board, Non-Executive Director of the National Offender Management Board, Non-Executive Director of Synergy Healthcare PLC, Non-Executive Director of Primary Group Ltd., Chairman of Clinical Pathology Accreditation (UK) Ltd.
- Christine Glenn – Part-time Immigration Judge, part-time Parking & Traffic Adjudicator, tutor in strategy on Open University MBA programme; Member of Thames Valley Courts Board; Deputy Chair London and High Courts Audit and Risk Management Committee.

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

Management Board

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

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

There were 10 meetings of the Management Board during 2005/06. All details concerning payments to members of the Management Board are included within the Remuneration Report.

Audit & Risk Management Committee

The Board has an Audit & Risk Management Committee, which meets four times a year. The part-time Non-Executive members of this Committee during 2005/06 were:

- Peter Palmer (Chairman to 30 September 2005)
- Tony Pembroke (Chairman from 1 October 2005)
- Linda McHugh
- Jo Turnbull (to 30 September 2005)
- Professor Andrew Rutherford (from 1 October 2005)
- Peter Wilshaw (from 1 October 2005)

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

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

Pension scheme

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

Investors in People

The Board is committed to maintaining the standard required for continuing accreditation under Investors in People. To this end a mock assessment was carried out during the year and a consequent strategy is being implemented to tackle a few areas under the revised standard which the Board still needs to address.

Member and employee involvement

Staff have continued to be involved and informed through regular meetings with the Chief Executive, away-days and other staff meetings. Information on procedures and performance was circulated by means of notes from the Chief Executive and letters from the Chairman to Members. Members were consulted through a round of member development days that were held in September and March and the Annual Conference in November. 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 2006/07.

Equal opportunities & diversity

The Parole Board is committed to a policy of equal opportunity for all members and staff, regardless of ethnic origin, religious belief, gender, sexual orientation, disability or any other irrelevant factor. It will also provide guaranteed interviews to candidates who qualify under the requirements of the Disability Discrimination Act 1995 who meet the criteria for jobs in the Secretariat. The appointment of members is the responsibility of the Secretary of State. All of the staff of the Parole Board attended a training day in March 2006 on diversity issues. Parole Board members are trained to act fairly when considering cases.

Health & safety

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

Christine Glenn

Chief Executive and Accounting Officer
The Parole Board for England and Wales
9 October 2006

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

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

In preparing the accounts the Parole Board is required to:

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

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

So far as the Accounting Officer is aware, there is no relevant audit information of which the Parole Board's auditors are unaware. The Accounting Officer has taken all the steps that she ought to have taken to make herself aware of any relevant audit information and to establish that the Parole Board's auditors are aware of that information.

Statement of Internal Control

As Accounting Officer for the Parole Board, I have responsibility for maintaining a sound system of internal control that supports the achievement of the Parole Board's policies, aims and objectives, set by the Department's Ministers, whilst safeguarding the public funds and the Parole Board's assets for which I am personally responsible, in accordance with the responsibilities assigned to me in "*Government Accounting*".

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

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify the principal risks to the achievement of the Parole Board's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised and to manage them efficiently, effectively and economically.

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

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

The annual review of strategic corporate risks was carried out in December 2005 and the resultant risk register was subsequently reviewed by the Board's Audit & Risk Management Committee at their meeting on 13 March 2006. The current top risk priorities for the Parole Board (which reflect, amongst other things, the changes in the Board's operating environment as a result of the implementation of the Criminal Justice Act 2003 and HM Chief Inspector of Probation's report in the case of Damien Hanson) have been identified as:

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

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.
- Formal presentations given by the Secretariat teams to the Board's Audit & Risk Management Committee on the management of their operational risks.

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 the effectiveness of the system of internal control by the Management Board of the Board and the Audit & Risk Management Committee, and a plan to ensure continuous improvement is in place.

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

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

At least annually, the Head of Internal Audit (HIA) provides me with a report on internal audit activity in the body. The report includes the HIA's independent opinion on the adequacy and effectiveness of the body's system of internal control. The overall opinion of the HIA reported to me in April 2006 was that "In our opinion, based on audit work undertaken during 2005/06, the Parole Board has adequate and effective risk management, internal control and governance processes to manage the achievement of the organisation's objectives."

This opinion notwithstanding, I have agreed as part of the internal audit plan that there be a review of IT strategy and controls as I am not satisfied that the Board is properly resourced here. In particular, the lack of secure electronic communication with members is hindering the ability to incorporate additional efficiencies into our systems. This is an area where additional measures must be taken to reduce the Board's exposure to corporate risk. While management action is being taken to improve this situation this will not, in my view, be sufficient without improved resources.

Although there were significant improvements to the Board's office accommodation and IT systems following the move in November 2005 to Grenadier House, the Board continues to depend on the sponsoring department (Home Office) for the provision of all major business support functions. This is the result of the fact that the Board continues to have little devolved budgetary resources which enable it to procure goods and services. Indeed, 92% of the Board's grant-in-aid funded expenditure in 2005/06 was spent on payroll costs, members' fees and travel and subsistence expenses. Such goods and services as the Board does procure (e.g. agency staff, reprographics, stationery, hospitality etc.) are, with the exception of some very minor provisions, provided on call-off arrangements on contracts with the Home Office and are therefore in accordance with approved Home Office procurement policies.

Christine Glenn

Chief Executive and Accounting Officer
The Parole Board for England and Wales
9 October 2006

Remuneration Report

Remuneration policy

The Chairman and the three Full-Time Members of the Parole Board are appointed by the Secretary of State for the Home 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 Chief Executive and the Full-Time Members and Senior Manager's remuneration is linked to the Home Office pay progression policy. The Non Executive Members of the Management Board are not salaried. They are fee paid at £174 per day for attendance at meetings. This amount is non-pensionable.

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

Performance Development Reviews are used in assessing the performance for the Chief Executive, the Full-Time members, Senior Managers and the Secretariat Staff.

All staff but the Chair undergo an annual appraisal which forms a basis for the performance related remuneration.

Service contracts

The Chairman, the Chief Executive and the Full-time Members are on a three year renewable contract. There is a minimum of three months for termination of employment. Provision for compensation for termination of employment for the Chair must be agreed with the Secretary of State.

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

The pension entitlements of the Chairman, 3 Full-Time Members, Chief Executive and Senior Executives during 2005/06 were as follows:

Name	Start Date	End Date	Real Increase in pension	Real increase in lump sum	Pension at End Date	Lump sum at End Date	CETV at Start Date	CETV at End Date	Employee contributions and transfers	Real increase in CETV funded by employer
			Bands of £2,500				To nearest £		To nearest £	To nearest £
D K Nichol	31/03/05	31/03/06	0 - 2.5	0 - 2.5	0 - 2.5	0 - 2.5	£7,750	£17,477		£8,858
C Glenn	31/03/05	31/03/06	0 - 2.5	2.5 - 5	2.5 - 5	10 - 12.5	£46,911	£75,649		£16,854
S M Lightfoot	31/03/05	31/03/06	0 - 2.5	0 - 2.5	0 - 2.5	0 - 2.5	£16,514	£46,350		£26,347
K L James	31/03/05	31/03/06	0 - 2.5	0 - 2.5	0 - 2.5	0 - 2.5	£15,010	£32,416		£12,458
M Weatheritt	31/03/05	31/03/06	0 - 2.5	0 - 2.5	5 - 7.5	15 - 17.5	£96,253	£130,312		£14,647
M J Stevens	31/03/05	31/03/06	0 - 2.5	0 - 2.5	15 - 17.5	45 - 47.5	£189,001	£259,137		£13,882
T McCarthy	31/03/05	31/03/06	0 - 2.5	0 - 2.5	12.5 - 15	35 - 37.5	£148,631	£205,273		£11,516

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

Salary and value of any taxable benefits in kind:

	2005/06		2004/05	
	Salary* Band of £5K	Benefits in kind (rounded to the nearest £100)	Salary* Band of £5K	Benefits in kind (rounded to the nearest £100)
Professor Sir Duncan Nichol Chairman	75-80	0	75-80	0
Christine Glenn Chief Executive	70-75	0	65-70	0
Kyrie James Full-time Member	50-55	0	50-55	0
Sarah Lightfoot Full-time Member	55-60	0	50-55	0
Mollie Weatheritt Full-time Member	55-60	0	55-60	0
Mervyn Stevens Head of Operations	45-50	0	40-45	0
Terry McCarthy Head of Casework	40-45	0	40-45	0

* "Salary" includes gross salary and any other allowance to the extent that it is subject to UK taxation.

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

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

Pension benefits

Details of pension benefits under PCSPS are given in note 3 (f) to the accounts (page 45).

Christine Glenn

Chief Executive and Accounting Officer
The Parole Board for England and Wales
9 October 2006

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

I certify that I have audited the financial statements of the Parole Board on pages 40 to 50 for the year ended 31st March 2006 under the Criminal Justice Act 1991, as amended by the Criminal Justice and Public Order Act 1994. These comprise the Income and Expenditure Account, the Balance Sheet, the Cashflow Statement and the related notes. These financial statements have been prepared under the accounting policies set out within them.

Respective responsibilities of the Parole Board, Accounting Officer and Auditor

The Parole Board and 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 the directions made thereunder by the Secretary of State with the consent of Treasury, and for ensuring the regularity of financial transactions. These responsibilities are set out in the Statement of the Parole Board's and Accounting Officer's Responsibilities on page 33..

My responsibility is to audit the financial statements 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 the directions made thereunder by the Secretary of State with the consent of Treasury. 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. I also report to you if, in my opinion, the Annual Report is not consistent with the financial statements, 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 relevant authorities regarding remuneration and other transactions is not disclosed.

I review whether the statement on pages 34 to 35 reflects the Parole Board's compliance with HM Treasury's guidance on the Statement on Internal Control, and I report if it does not. I am not required to consider whether the Accounting Officer's statements on internal control cover all risks and controls, or form an opinion on the effectiveness of The Parole Board's corporate governance procedures or its risk and control procedures.

I read the other information contained in the annual report, which includes the unaudited part of the Remuneration Report and the Management Commentary, and consider whether it is consistent with the audited financial statements. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

Basis of audit opinion

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

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

Opinions

In my opinion:

- the financial statements give a true and fair view, in accordance with the Criminal Justice Act 1991, as amended by the Criminal Justice and Public Order Act 1994, and by directions made thereunder by the Secretary of State with the consent of Treasury, of the state of the Parole Board's affairs as at 31st March 2006 and of its surplus 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 the directions made thereunder by the Secretary of State with the consent of Treasury; and
- 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.

I have no observations to make on these financial statements.

John Bourn

Comptroller and Auditor General

National Audit Office

157-197 Buckingham Palace Road

Victoria

London

SW1W 9SP

16 October 2006

Income and Expenditure Account

for the year ended 31 March 2006

	Notes	2005/06 £	2004/05 £
Income			
Grant-in-aid	2	5,900,000	4,235,000
		5,900,000	4,235,000
Expenditure			
Salaries and wages	3	4,635,486	3,406,863
Other operating costs	4	1,234,083	900,547
Notional costs	5	1,120,280	285,614
		6,989,849	4,593,024
Operating deficit including notional costs		(1,089,849)	(358,024)
Interest receivable		8,656	6,140
Cost of capital	1h	9,097	8,326
Deficit for the year before appropriations		(1,072,096)	(343,558)
Notional costs reversal		1,120,280	285,614
Interest payable to the Home Office for surrender to the Consolidated Fund		(8,656)	(6,140)
Cost of capital reversal		(9,097)	(8,326)
(Deficit)/surplus for the year		30,431	(72,410)
Deficit brought forward		(274,081)	(201,671)
Deficit carried forward		(243,650)	(274,081)

All operations are continuing.

There were no other recognised gains and losses for the year.

The notes on pages 42 to 50 form part of this account.

Balance Sheet

as at 31 March 2006

	Notes	31 March 2006		31 March 2005
		£	£	£
Fixed assets				
Tangible assets	6		43,609	20,244
Current assets				
Debtors	7	38,918		49,017
Cash at bank	11	620,947		7,884
		659,865		56,901
Creditors				
Amounts falling due within one year	8	(947,124)		(351,226)
Net current liabilities			(287,259)	(294,325)
Total assets less liabilities			(243,650)	(274,081)
Represented by:				
Income and expenditure reserve			(243,650)	(274,081)
			(243,650)	(274,081)

The notes on pages 42 to 50 form part of this account.

Christine Glenn

Chief Executive and Accounting Officer

The Parole Board for England and Wales

9 October 2006

Cashflow Statement

for the year ended 31 March 2006

	Notes	2005/06	2004/05
		£	£
Net cash inflow/(outflow) from operating activities	10	649,387	(105,405)
Returns on investments and servicing of finance			
Interest received		8,656	6,517
Capital expenditure			
Purchase of tangible fixed assets		(36,324)	(9,953)
Financing			
Interest surrendered to Consolidated Fund via Home Office		(8,656)	(6,517)
Increase (decrease) in cash	11	613,063	(115,358)

The notes on pages 42 to 50 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 Home Department with the approval of the Treasury in accordance with the Criminal Justice Act 1991, as amended by the Criminal Justice and Public Order Act 1994.

The account is prepared using the historical cost convention modified by the inclusion of fixed assets at historic cost. 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

This is not recognised until payment is received.

c) Fixed assets

Tangible fixed assets are capitalised when the original purchase price is £1,000 or over.

d) Depreciation

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

It is the Board's policy not to depreciate if the asset is acquired within the last month of the year.

e) Revaluation

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

f) Stocks

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

g) Pension costs

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

h) Cost of capital

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

i) Notional costs

Previously, the Board was dependent upon the Prison Service for the provision of accommodation, facilities management, postage, IT and telecommunications at nil cost. From 13 November 05, these services are now provided by the Home Office. The Board also relies on the Department for Constitutional Affairs (DCA) for the provisions of services of serving judges. Such services are charged as notional costs in the Income & Expenditure Account to report the full cost of the Board's operations and then reversed.

j) Value Added Tax

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

2 Income

	2005/06 £	2004/05 £
Grant-in-aid received from Home Office Request for Resources Subhead 1	5,900,000	4,235,000
	5,900,000	4,235,000

3 Employment costs

a)	2005/06 £	2004/05 £
Chairman & full-time Board Members		
Salaries	237,342	285,799
Pension contributions	50,104	48,272
Employer's national insurance contributions	29,388	28,705
	316,834	362,775
Part-time Board Members		
Fees	1,895,063	1,254,848
Employer's national insurance contributions on fees	193,191	116,511
	2,088,254	1,371,359
Secretariat Staff (Includes seconded staff)		
Salaries and wages, including overtime	1,470,104	1,272,865
Pension contributions	260,068	161,208
Employer's national insurance contributions	114,308	98,027
	1,844,480	1,532,100
Agency staff	375,880	114,989
Consultants fees	10,038	25,639
Total	4,635,486	3,406,863

b) The average number of employees, excluding the Chairman and full-time salaried members of the Board, during the accounting period by category was:

	2005/06				2004/05 Total
	Employed	Seconded*	Agency	Total	
Management	4	3	–	7	4
Casework	28	20	7	55	37
Secretarial / administrative support	7	6	–	13	13
Total	39	29	7	75	54

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

c) The pension entitlements of the Chairman, 3 Full-Time Members, Chief Executive and Senior Executives during 2005/06 were as follows:

Name	Start Date	End Date	Real increase in pension	Real increase in lump sum	Pension at End Date	Lump sum at End Date	CETV at Start Date	CETV at End Date	Employee contributions and transfers	Real increase in CETV funded by employer
							To nearest £	To nearest £	To nearest £	To nearest £
Bands of £2,500										
D K Nichol	31/03/05	31/03/06	0 - 2.5	0 - 2.5	0 - 2.5	0 - 2.5	£7,750	£17,477		£8,858
C Glenn	31/03/05	31/03/06	0 - 2.5	2.5 - 5	2.5 - 5	10 - 12.5	£46,911	£75,649		£16,854
S M Lightfoot	31/03/05	31/03/06	0 - 2.5	0 - 2.5	0 - 2.5	0 - 2.5	£16,514	£46,350		£26,347
K L James	31/03/05	31/03/06	0 - 2.5	0 - 2.5	0 - 2.5	0 - 2.5	£15,010	£32,416		£12,458
M Weatheritt	31/03/05	31/03/06	0 - 2.5	0 - 2.5	5 - 7.5	15 - 17.5	£96,253	£130,312		£14,647
M J Stevens	31/03/05	31/03/06	0 - 2.5	0 - 2.5	15 - 17.5	45 - 47.5	£189,001	£259,137		£13,882
T McCarthy	31/03/05	31/03/06	0 - 2.5	0 - 2.5	12.5 - 15	35 - 37.5	£148,631	£205,273		£11,516

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

d) Salary and value of any taxable benefits in kind:

	2005/06		2004/05	
	Salary* (£)	Benefits in kind (rounded to the nearest nearest £100)	Salary* (£)	Benefits in kind (rounded to the nearest nearest £100)
Professor Sir Duncan Nichol <i>Chairman</i>	75-80	0	75-80	0
Christine Glenn <i>Chief Executive</i>	70-75	0	65-70	0
Kyrie James <i>Full-time Member</i>	50-55	0	50-55	0
Sarah Lightfoot <i>Full-time Member</i>	55-60	0	50-55	0
Mollie Weatheritt <i>Full-time Member</i>	55-60	0	55-60	0
Mervyn Stevens <i>Head of Operations</i>	45-50	0	40-45	0
Terry McCarthy <i>Head of Casework</i>	40-45	0	40-45	0

* "Salary" includes gross salary and any other allowance to the extent that it is subject to UK taxation.

- e) Columns 9 & 10 of the table at c) above show the member's cash equivalent transfer value (CETV) accrued at the beginning and the end of the reporting period. Column 11 reflects the increase in the CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

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

f) Pension benefits

The year saw the direct employment by the Board of some clerical staff and, although not civil servants, they are nevertheless similarly covered by the PCSPS. The PCSPS is an unfunded multi-employer defined benefit scheme but the Parole Board is unable to identify its share of the underlying assets and liabilities. A full actuarial valuation was carried out at 31 March 2005. Details can be found in the Resource Accounts of the Cabinet Office: Civil Superannuation (www.civilservice-pensions.gov.uk).

For 2005/06, employers' contributions of £310,172 were payable to the PCSPS (2004/05 £209,480) at one of four rates in the range 16.2 percent to 24.6 per cent of pensionable pay (12 to 18.5 in 04/05), based on salary bands. Following a recent valuation, the rates will increase to a range of 17.1 per cent to 25.5 per cent in the year to 31 March 2007. The salary bands to which these rates apply will be revalorised each year. Employer contribution rates are to be reviewed every three years following a scheme valuation by the Government Actuary. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

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

i) Classic Scheme

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

ii) Premium Scheme

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

iii) Classic Plus Scheme

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

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

iv) Partnership Pension Account

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

g) The emoluments (non-pensionable) of the highest paid part-time Board Member were £50,855. (2004/05 - £39,583)

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

	2005/06 No.	2004/05 No.
Not exceeding £5,000	41	41
5,000 - 9,999	48	24
10,000 - 14,999	11	19
15,000 - 19,999	10	15
20,000 - 24,999	8	10
25,000 - 29,999	6	3
30,000 - 34,999	6	3
35,000 - 39,999	5	2
40,000 - 44,999	5	—
45,000 - 49,999	2	—
50,000 - 54,999	1	—
TOTAL	143	117

4 Other operating costs

	2005/06 £	2004/05 £
Travel and subsistence	852,287	640,522
Stationery and printing	154,514	153,309
Audit fees		
■ external audit (NAO)	15,000	14,700
■ internal audit	9,325	10,809
Members training	94,503	34,969
Staff training	25,087	10,430
Depreciation	10,837	11,512
Information technology costs	33,585	9,925
Office maintenance	12,741	1,677
Miscellaneous costs	24,082	12,694
Assets write off	2,122	–
TOTAL	1,234,083	900,547

5 Notional costs

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

	2005/06 £	2004/05 £
Accommodation and other common services	410,695	106,039
Personnel services		537
IT and telecoms	145,308	88,820
Postage	32,665	4,612
Casework legal costs	531,612	85,606
TOTAL	1,120,280	285,614

The mid year relocation to Home Office property, a first-time recognition of the Department of Constitutional Affairs' serving judges' costs and a special exercise that has led to a more accurate assessment of our notional costs, have all culminated in the recognition of additional costs compared with prior year figures.

6 Tangible fixed assets

	Furniture £	Information Technology £	Total £
Cost at 1 April 2005	12,406	46,721	59,127
Additions	13,925	22,399	36,324
Write off		5,094	5,094
At 31 March 2006	26,331	64,026	90,357
Accumulated depreciation at 1 April 2005	4,280	34,603	38,883
Charge for year	2,514	8,323	10,837
Write off		2,972	2,972
At 31 March 2006	6,794	39,954	46,748
NET BOOK VALUE AT 31 MARCH 2006	19,537	24,072	43,609
Net book value at 31 March 2005	8,126	12,118	20,244

7 Debtors: amounts falling due within one year

	31 March 2006 £	31 March 2005 £
Staff debtors	23,252	25,091
Government debtors	12,704	19,660
Other debtors	574	219
Prepayments	2,388	4,047
TOTAL	38,918	49,017

8 Creditors: amounts falling due within one year

	31 March 2006 £	31 March 2005 £
Staff creditors	217,447	189,603
Tax and social security	77,896	48,369
Trade creditors	599	21,874
Accruals	150,588	91,161
Government creditors	594	219
Deferred Income	500,000	—
TOTAL	947,124	351,226

Deferred income relates to an early grant-in-aid payment of £0.5m relating to April 2006, received in March 2006. This is reflected in the year-end cash balance.

9 Intra – government balances

	Debtors: amounts falling due within one year £	Debtors: amounts falling due after more than one year £	Creditors: amounts falling due within one year £	Creditors: amounts falling due after more than one year £
Balances with other central government bodies	12,704	–	577,896	–
Balances with police and local authorities	–	–	–	–
Balances with NHS Trusts	–	–	–	–
Balances with public corporations and trading funds	–	–	–	–
Balances with bodies external to government	26,214	–	369,228	–
At 31 March 2006	38,918	–	947,124	–

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

	2005/06 £	2004/05 £
Operating deficit	(1,089,849)	(358,024)
Notional costs	1,120,280	285,614
Depreciation	10,837	11,512
(Increase)/decrease in debtors	10,099	(5,887)
Decrease/(increase) in Creditors	595,898	(38,620)
Asset write off	2,122	
Net cash outflow from operating activities	649,387	(105,405)

11 Analysis of changes in cash

	At 31 March 2005 £	Movement £	At 31 March 2006 £
Cash at bank	7,884	613,063	620,947

Cash comprises only cash at bank.

There is no other net debt.

12 Related party transactions

The Parole Board is an Executive Non-Departmental Public Body sponsored by the Home Office. The Home Office and Prison Service and the Department of Constitutional Affairs (DCA) are regarded as related parties. During the year, the Parole Board had significant material transactions with the Home Office including: provision of grant-in-aid, secondment of staff and some limited personnel functions, accommodation facilities management, postage, IT and telecommunications. The Prison Service including: provision of accommodation, facilities management, postage, IT and telecommunications (See note 5). The DCA including: cost of legal representation and cost of circuit judges.

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

13 Financial instruments

The Parole Board has no borrowings and relies on grant-in-aid from the Home Office 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 Parole Board has no contingent liabilities.

15 Post balance sheet events

The Board has been informed in a letter dated 6th September 2006 from "Liberty" (The National Council for Civil Liberties) that they have been instructed to act for Vera Bryant, the mother of Naomi Bryant (deceased) who was murdered by Anthony Rice. They have been instructed to bring proceedings against the Parole Board, the Prison Service and the Probation Service in order to seek declaratory relief and damages. At this early stage no contingent liability has been created in these accounts in respect of this possible litigation.

16 Financial targets

There were no key financial targets for the Parole Board.

17 Losses and special payments

There were no losses or special payments during the year.

Performance Against Business Plan 2005-06

Strategic Aim 1 - Operations and core business

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

Objective	Action Plan	Indicator/target	Performance
QUALITY OF DECISION MAKING			
1. To ensure that prisoners released by the Board who subsequently re-offend sexually or violently while on licence are reviewed and lessons learned and disseminated	Implement system to identify and obtain relevant files and report monthly to Chief Executive	Average for the year, 95% of files extracted	71% (Lifer files) 100% (DCR files)
	Implement quarterly reporting to the Review Committee and summary learning points to the Quality and Standards Committee	Report on successful outcomes to address learning points	Achieved
2. Develop methods for evaluating the rigour, fairness and consistency of the Board's decision-making processes and a reporting framework	Agree methods	By 31/12/05	Ongoing
	Implement reporting framework	By 31/7/05	Ongoing
		Evaluate lifer release and recall trends	Achieved
		Review and evaluate information on release from closed conditions	Ongoing
3. Develop proposals for promoting a greater understanding of the factors related to serious offending on licence and a strategy for tackling the Board's performance, drawing on the results of relevant studies	Agree content	By 31/7/05	Ongoing
	Specification and Database design for lifer database and achieve input of data for all lifers back to September 2004	Database tested and operational. Roles and responsibilities (e.g., input, analysis, technical support) agreed and assigned by 31/10/05	Achieved
	Agree formats and implement regular reporting and protocol for ad hoc reporting	Reporting to time and content with interpretative commentary and recommended actions	Ongoing
	Agree strategic research programme and/or internal special studies and priorities	Report to Management Board by 31/1/06	Ongoing
	Commission appropriate projects	Projects to time and quality	Achieved

Objective	Action Plan	Indicator/target	Performance
4. Clarify the standards expected of report writers and devise and implement proposals for monitoring them	Agree standards	By 30/6/05	Ongoing
	Implement monitoring Proposals	By 31/10/05	Ongoing
	Agree SLA	Traffic light system for prison and probation service performances	Ongoing
5. Review and issue revised Policy and Procedures Manual	Prepare draft taking into account new revision of PSO6000	By 31/7/05	Achieved
CASEWORK OBJECTIVES			
6. Parole applications to be considered by a panel within 25 working days of receipt	Monitor carefully the throughput of cases to ensure that delays are kept to a minimum	Average for the year of 95%	97%
7. Decisions or recommendations notified within 2 working days of panel	Provide the support necessary to ensure that panel decisions are issued promptly	Average for the year of 95%	98%
8. Manage deferred cases within agreed tight timeframe including identifying reasons, contributing factors and cost implications	Implement new guidance for members and staff and produce statistics on a monthly basis	Monthly report to Management Board	Achieved
ORAL HEARINGS			
9. To develop a process for considering recall cases speedily and in accordance with the House of Lords ruling in <i>Smith and West</i>	All reps to be sifted within 2 working days of receipt of referral from RRS	Average for the year of 80%	100%
	Oral hearings to be set up with appropriate speed	Average for the year of 80%	75%
	Report to Management Board	By 30/9/05	Achieved
10. Reduce the number of cases deferred or adjourned at hearing	Implement new sift procedures to ensure that cases are ready before being listed for oral hearing (2004/05) to 10%	Reduce deferrals from 12% to 10%	16%

ORAL HEARINGS (Continued)			
Objective	Action Plan	Indicator/target	Performance
11. Decisions in review cases to be notified to all parties within:	Work closely with LRRS to ensure that whole system targets are met wherever possible		
(a) 11 weeks of start of review (pre-tariff review cases)		Average for the year 90%	96%
(b) 15 weeks of case being listed (single member panel cases)		Average for the year 90%	100%
(c) 18 weeks of case being listed (3 member paper panel cases)		Average for the year 90%	100%
(d) 27 weeks of case being listed (oral hearing panel cases)		Average for the year 90%	100%
12. Panel hearing dates to be notified to LRRS by Parole Board within 1 week of the date being listed	Ensure that procedures are in place to copy notifications to LRRS on time	Average for the year 90%	100%
13. Oral hearings to consider lifer/ESP representations against recall will be listed to take place within 55 working days of case being referred by the Home Office	Work closely with RRS to ensure that hearings take place on time	Average for the year of 90%	96%
	Relevant issues to be raised at Recall Forum	Quarterly	Achieved
14. Notify all parties of panel decisions within 5 working days in all cases	Review processes to see if decisions can be expedited	Average for the year of 90%	91%
RECALLS			
Objective	Action Plan	Indicator/target	Performance
15. Recall cases to be considered by a panel within 6 working days of receipt	Monitor new procedures carefully to ensure that cases are handled within target	Average for the year of 90%	RDS unable to provide data

POST-PANEL WORK

Objective	Action Plan	Indicator/target	Performance
<p>16. To reply to request / complaints from prisoners and to correspondence from members of the public, external agencies within 20 days</p>	<p>Maintain a clear record of when correspondence is received and the reply sent</p>	<p>Average for the year of 95%</p>	<p>99%</p>
<p>17. To provide monthly reports on the progress of judicial review cases to the Management Board and members</p>	<p>Monthly report</p>	<p>By the last working day of each month</p>	<p>Achieved</p>

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.

REALISING THE FULL POTENTIAL OF HUMAN RESOURCES			
Objective	Action Plan	Indicator/target	Performance
1. Develop and implement a revised training strategy for staff and members	Members Produce training needs analysis	By 30/6/05	Ongoing
2. Review staff competence framework and appraisal system	Hold initial staff consultation meetings	By 31/5/05	Achieved
	Carry out bench-marking with other NDPBs etc	By 30/6/05	Achieved
	Draft proposed framework and appraisal system. Further staff / Home Office consultation	By 31/8/05	Achieved
	Paper to Management Board with proposals	By 31/12/05	Achieved
	Deliver training to all staff	By 31/3/06	Achieved
3. To devise a strategy for making the most effective and efficient use of members	Draft paper outlining proposals for making the best use of members in the light of current legislative changes	Rota working group to improve the deployment of members	Achieved
		Study of member casework time estimate to inform effective utilisation of members' time	Achieved
	Draft proposed framework establishing how members can progress to undertake additional casework responsibilities (chair, sift etc)	Report to Management Board by 1/10/05 and to the Annual Conference in November	Achieved
4. Maintain the standards required by IIP	Carry out mock assessment against revised standard	Report to Management Board by 31/3/06	Ongoing
5. Review Staff Information Manual	Launch new staff manual	By 31/5/05	Achieved
	Review as part of IIP process	By 31/3/06	Achieved

Objective	Action Plan	Indicator/target	Performance
REALISING THE FULL POTENTIAL OF HUMAN RESOURCES (continued)			
6. Review levels of staff sickness	Produce monthly report for Secretariat Management Team & Quarterly report for Management Board	From April 05	Achieved
7. Pay undisputed invoices within 30 days of receipt	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 95%	100%
8. To produce end year financial statements for 2004/05 that will receive certification by the C&AG and produce sufficient assurance of internal control for audit, Prison Service and Home Office purposes	To comply with detailed NAO audit strategy as agreed with Board's Audit & Risk Management Committee	By 30/9/05	Achieved
	To produce Annual Assurance Statement & Report for Departmental Accounting Officer	By 30/6/05	Achieved
	To produce Statement of Internal Control	By 30/6/05	Achieved
	To review Internal Audit programme and agree with Board's Audit & Risk Management Committee	By 31/12/05	Achieved
9. Developing the new Audit and Risk Management Committee	Organise training	By 30/9/05	Achieved
10. Review Risk Management strategy and implement changes	To have annual round of consultation with members and staff on risk	By 31/10/05	Achieved
	To hold workshop on reviewing risk register, policy and strategy	By 31/12/05	Achieved

Strategic Aim 3 - Independence, Strategy and Development

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

Objective	Action Plan	Indicator/target	Performance
1. Develop and implement the Board's Communication Strategy	Consult stakeholders and consider their comments on draft strategy	By 30/4/05	Achieved
	Final draft of strategy to be agreed by the Management Board	By 31/5/05	Achieved
	Publish final strategy	By 31/7/05	Achieved
	Agree action plan of priorities with appropriate monitoring mechanisms	By 31/7/05	Achieved
	Provide a report to the Management Board quarterly	1st report by 31/10/05	Achieved
2. Publish the Board's Annual Report for 2004/05	Prepare timetable and set up editorial board	By 30/4/05	Achieved
	Submit to Management Board and publish	By 2/11/05	Achieved
3. To develop a Business Plan for 2006-2007	Hold business planning meetings with staff, members, RRS and LRRS	To publish a Business Plan for 2006/07 by 31/3/2006	Achieved
4. Develop a strategy to improve the use of electronic means of communicating data using office automation technology	Obtain the views of members and staff about the use of e-communication and publish strategy document	By 31/12/05	Achieved by March 2006
5. Contribute to the development of NOMS	1. Communication - Chairman to share relevant info from Strategy Board. Consult key stakeholders	Regular reports to Management Board	Achieved
	2. Standards – Ensure that the Home Office, Prison Service and Probation Service are aware of what the Board expects from report writers	Provide guidance to report writers and monitor outcomes see Aim 1 Objective 4	Ongoing
	3. NOMIS - attend meetings of Business Technical Support Group and ensure that parole and lifer processes are included	Attend 90% of meetings	Achieved

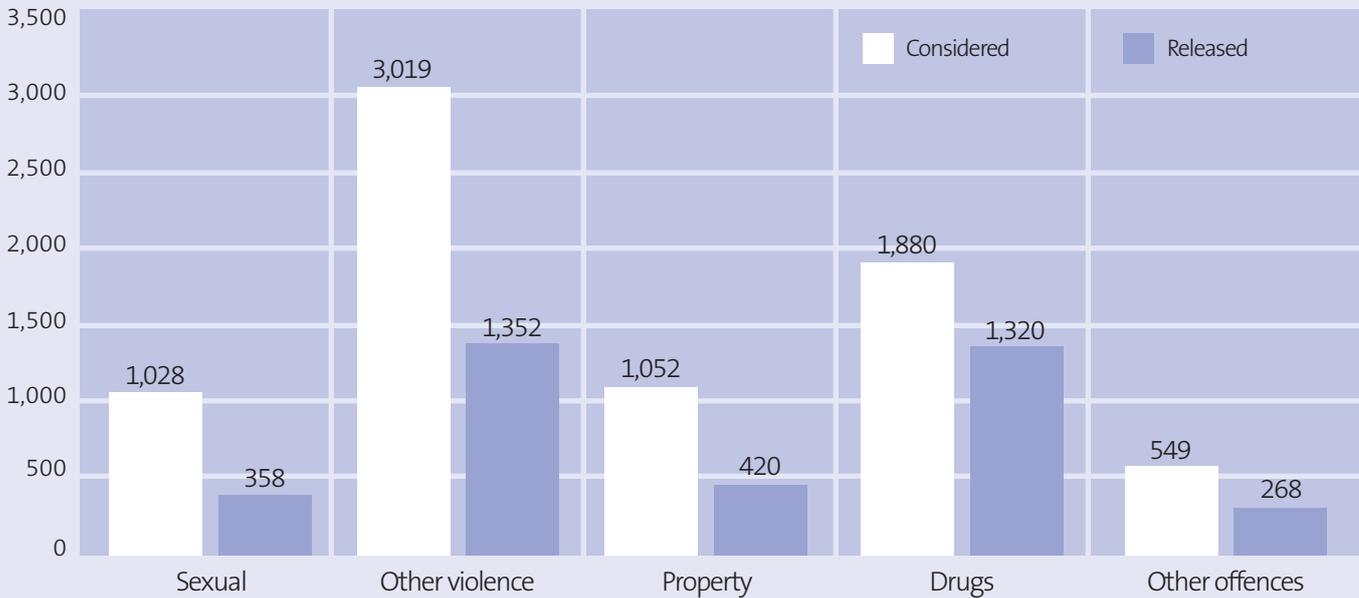
Determinate Sentence Statistics

Summary of determinate sentence cases considered by the Parole Board 2001/02-2005/06

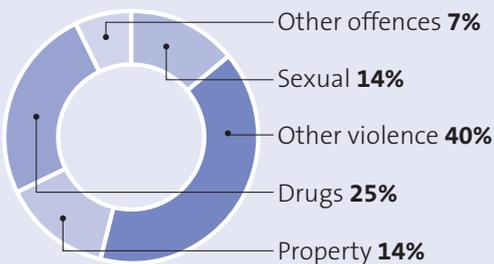
Statistics have been produced by the Home Office Research Development and Statistics Directorate unless otherwise indicated.

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

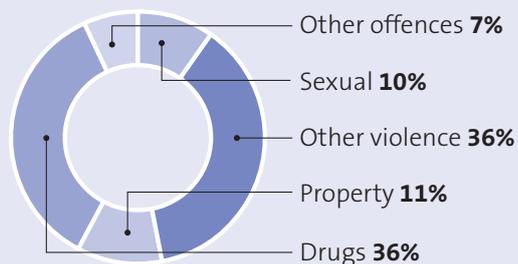
Cases considered and released: by offence 2005/2006



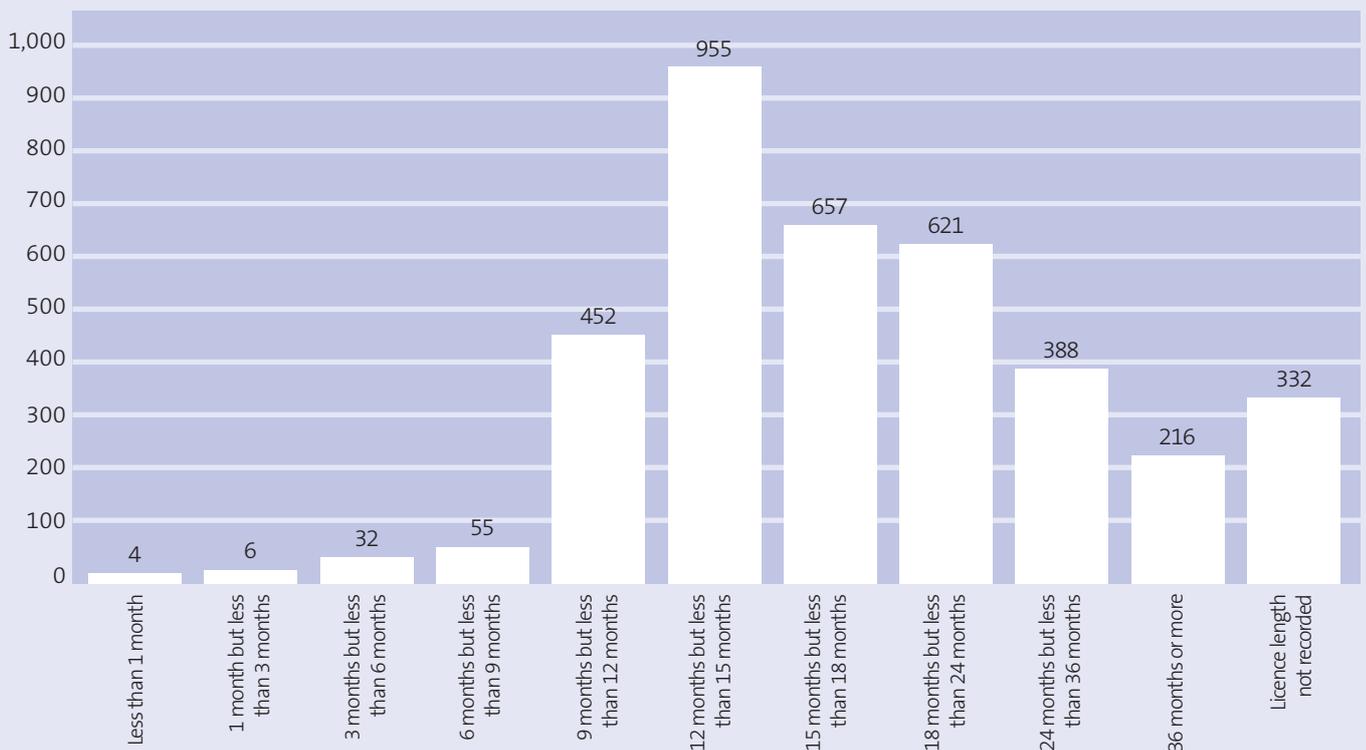
Determinate sentence cases - Considered



Determinate sentence cases - Released



All determinate sentences - Cases released 2005/06 by length of licence



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

Prisoners on parole from determinate sentences 2001/02 - 2005/06

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

Persons recalled from parole from determinate sentences, by reason for recall - 2004/05-2005/06

	Number of recalls	
	2004/05	2005/06
Reason for recall*		
Further offences	265	302
Being out of touch	199	242
Hostel: failure to reside/comply	70	109
Other reasons	178	340
All reasons	712	993

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

Prisoners on parole from determinate sentences recalled - 1995/96-2005/06

Year	Number recalled	Recalls as % of average number of parole
1995/96	205	11.2
1996/97	233	11.7
1997/98	190	8.2
1998/99	233	11.1
1999/00	250	10.1
2000/01	267	9.6
2001/02	329	10.9
2002/03	420	13.1
2003/04	601	16.6
2004/05	712	17.4
2005/06	993	21.2

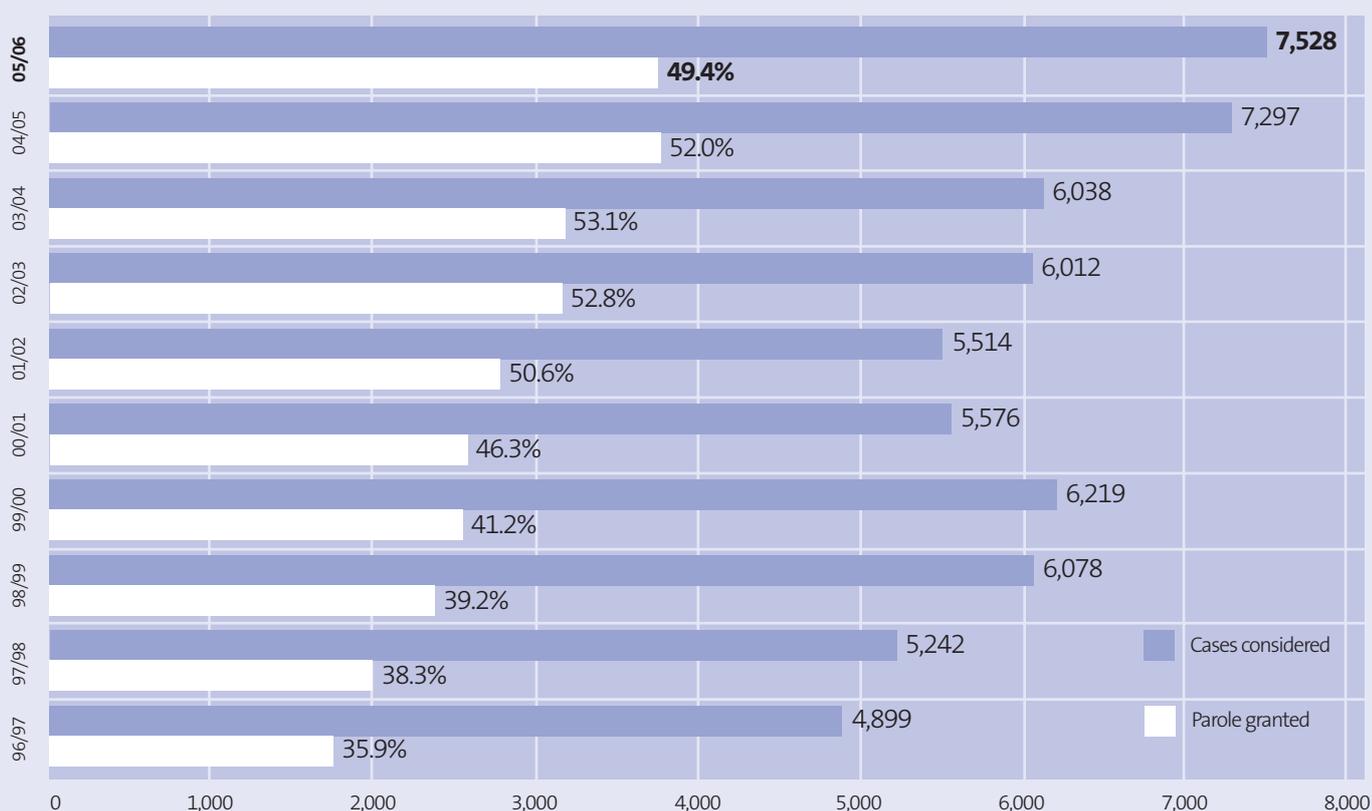
Summary of recall cases - 2005/06

	Number of recalls 2005/06
Emergency recalls	1,665*
Immediate recalls	7,013*
Reps after recall	618#
Total cases	9,296

* Source – Parole and Public Protection Policy Section, Home Office

Source – Parole Board (includes both prisoners recalled from parole licence and those recalled from non-parole licence)

Determinate sentence parole reviews and decisions, 1996/97-2005/06



Challenges/Complaints - 2004/05-2005/06

Nature	Number	
	2004/05	2005/06
New information which might affect the decision to grant parole	213	199
Challenges/complaints against the panel's decision	215	257
Other challenges/enquiries	193	282
Requests for advice from the Release and Recall section concerning the panel's decision	3	17
Requests for non-standard licence conditions to be inserted/varied/removed	928	1,256
Miscellaneous including Freedom of Information and Data Protection enquiries	69	52
Other Complaints	18	5
Total	1,639	2,068
Reply sent within 20 working days	98%	98%

Source – Parole Board

DCR cases considered and released on parole by ethnic group, 2005/06

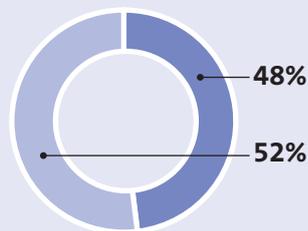
All sentences

Total	
Considered	7,528
Released	3,718
% Released	49.4%
White	
Considered	5,594
Released	2,693
% Released	48.1%
Mixed	
Considered	228
Released	107
% Released	46.9%
Asian or Asian British	
Considered	435
Released	267
% Released	61.4%
Black or Black British	
Considered	1,173
Released	605
% Released	51.6%
Chinese or Other	
Considered	51
Released	25
% Released	49.0%

Total



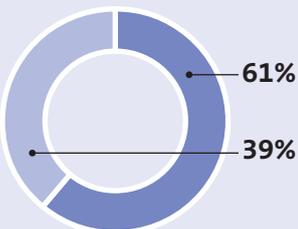
White



Mixed



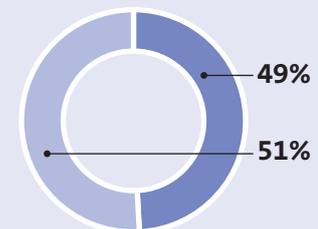
Asian or Asian British



Black or Black British



Chinese or Other



Refused
Released

Oral Hearings Statistics

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

Summary of mandatory, discretionary and automatic life sentence prisoners and Her Majesty's pleasure detainees considered by oral hearing 2001/02 - 2005/06

England and Wales oral hearings	2001/02*	2002/03*	2003/04*	2004/05*	2005/06
Cases considered	466	495	1,018	1,341	1,195
Release directed	40	91	254	290	270
Percentage of cases considered where release directed	9%	18%	25%	21%	23%
Release not directed	383	350	627	896	723
Percentage of cases where release not directed	82%	71%	62%	67%	60%
Adjourned	43	54	137	155	202
Percentage of cases adjourned	9%	11%	13%	12%	17%
*Includes extended sentence prisoners					
Transfer to category D recommended	66	85	226	211	175

Summary of extended sentence cases considered by oral hearing - 2005/06

England and Wales oral hearings	2005/06
Cases considered	317
Release directed	114
Percentage of cases considered where release directed	36%
Release not directed	162
Percentage of cases where release not directed	51%
Adjourned	41
Percentage of cases adjourned	13%

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

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

England and Wales oral hearings	2005/06
Cases considered	388
Recall confirmed release immediately	134
Recall confirmed release at a specified date	138
Recall confirmed review at a specified date	27
Recall confirmed decline to set review date	37
Percentage of cases where recall confirmed	86%
Recall rejected release immediately	6
Recall rejected release at specified date	1
Recall rejected review at a specified date	–
Percentage of cases where recall rejected	2%
Deferred/adjourned at hearing	45
Percentage of cases adjourned/deferred at hearing	12%

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

	2003/04	2004/05	2005/06
Number of cases sifted	295	351	609
Number resolved without an oral hearing	124	154	178
Savings to the Board	£155,500	£223,800	£224,400

Life Sentence Statistics

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

Summary of mandatory life sentence cases decided 2001/02 - 2005/06

England and Wales Life sentence prisoners	2001/02	2002/03	2003/04	2004/05	2005/06
Cases considered	513	673	654	273	249
Recommended for release	89	126	139	59	37
Percentage of cases considered where release recommended	17%	19%	21%	22%	15%
Release not recommended	401	522	469	209	209
Percentage of cases where release not recommended	78%	78%	72%	77%	84%
Deferred for further consideration	23	25	46	5	3
Percentage of cases deferred for further consideration	4%	4%	7%	2%	1%

Life licensees recalled to prison, 2001/02-2005/06

	2001/02	2002/03	2003/04	2004/05	2005/06
England and Wales life licencees					
Numbers recalled	26	30	52	90	140

Life licensees recalled to prison: by reasons for recall 2005/06

	2005/06
Reasons for recall	
Further offences	87
Being out of touch	8
Hostel: failure to reside/comply	19
Other reasons	26
All reasons	140

*Life licensees under active supervision 2003/04-2005/06

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

*Source – Lifer Review and Recall Section, Home Office

Membership of the Parole Board between 1 April 2005 and 31 March 2006

Professor Sir Duncan Nichol, CBE	Chairman from March 2004. Chief Executive of the NHS from 1989 to 94. Non-Executive Director of the Correctional Services Strategy Board (2002 -). Chairman of the Correctional Services Accreditation Panel for Offending Behaviour Programmes. A Commissioner for Judicial Appointments (2002 -).
The Hon Mr Justice Neil Butterfield	High Court Judge (Appointed June 2003). Vice-Chairman from November 2004.
Lindsay Addyman, JP	Former Assistant Prisons' Ombudsman. Member of Home Secretary's Advisory Board on Restricted Patients and Chairman, BOV, HMP Full Sutton. Part-time Independent Member Parole Board 1987 to 1991. Full-time Parole Board Member 1992-1998. (Appointed July 2000).
Dr Akintunde Akinkunmi, MB, LLM, MRCPsych	Consultant Forensic Psychiatrist, West London Mental Health NHS Trust, (Appointed July 2002).
Dr Michael Alcock	Consultant Forensic Psychiatrist, Marlborough House Regional Secure Unit, Buckinghamshire Mental Health NHS Trust. (Appointed July 2002).
Mr Kofi Appiah, LLB	Barrister at law. Freeman of the City of London. Former Assistant State Attorney Ghana. Past Mayor of London Borough of Tower Hamlets. Former Director Spitalfields Market Community Trust Company Trustee. Currently Local Government Officer. (Appointed August 1998). (Retired September 2005).
Dr Ann Barker, MRC Psych, MPhil	Consultant Forensic Psychiatrist, the Bracton Centre, Bexley, Kent. (Appointed September 2001). (Deceased August 2006).
Dr Claire Barkley, MBChB, MSc, Mental MHSM, FRC Psych	Consultant Forensic Psychiatrist. Director of Women's Forensic Health Service, West Midlands. Hon Senior Clinical Lecturer University of Birmingham. (Appointed September 2001).
Miss Fiona Barrie	Solicitor. Part-time member of the Mental Health Review Tribunal. Deputy District Judge (Magistrates' Courts) and fee paid Immigration Judge (Appointed July 2003).
Mr Arnold Barrow	Parole Board Probation Member from June 1994 to July 2000. Former Area Manager, Victim Support, Suffolk; formerly Chief Probation Officer for Suffolk. Vice Chairman of Langley House Trust. Consultant in Social Justice. (Appointed July 2003).
His Hon Judge Keith Bassingthwaite	Retired Circuit Judge. Resident Judge Guildford Crown Court 2000 to 2003 and Member of Surrey Probation Committee. President, Independent Tribunal Service (now Appeals Service) for England, Scotland and Wales 1994 to 1998. (Appointed July 2004).
His Hon Judge George Bathurst Norman	Retired Senior Circuit Judge since 1997. Circuit Judge 1986 to 1997. Metropolitan Stipendiary Magistrate 1981 to 1996. (Appointed July 2004).
His Hon Judge Peter Benson	Circuit Judge, Bradford Crown Court. (Appointed July 2003).
His Hon Judge Inigo Bing	Circuit Judge, Snaresbrook Crown Court since 2000. Formerly a Metropolitan Stipendiary Magistrate (1989 to 2000). (Appointed July 2002).
Dr Dawn Black, MSc, MD, FRCPsych	Consultant Psychiatrist, Medical Member, Mental Health Review Tribunal. (Appointed March 2006).
Dr Linda Blud	Chartered Forensic Psychologist. Director, LMB Consultancy, Ltd. (Appointed July 2004).

Ms Maggie Blyth, BA (Hons), MA (Ed)	Former Senior Civil Servant with National Youth Justice Board 2001 to 2005. Head of Youth Offending Service 1998 to 2001, manager in Inner London Probation Service 1990s. Currently advisor to YJB on serious incidents and independent criminal justice consultant. (Appointed July 2005).
Ms Carol Bond, BSc(Hons), MSc, C Psychol, AFBpS	Head of Psychology, Churchill Gisburn Clinic, Gisburn, formerly North West Area Psychologist HM Prison Service. (Appointed July 2005).
Mr Nigel Bonson, MA (Exon)	Formally a Chief Inspector with Greater Manchester Police, completed long secondments to regional and central government departments focussing on crime reduction and regeneration. A qualified trainer and Neighbourhood Renewal Advisor. (Appointed July 2005).
Ms Louise Bowers, BSc (Hons), MSc, CPsychol, AFBpS	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 and visiting consultant to St. Johns and Burston House Hospitals, Diss, Norfolk. (Appointed July 2003).
Mrs Sally Brady	Formerly Assistant Chief Probation Officer Lincolnshire. Past member LRC HMP Hull. (Appointed July 2000).
Professor Hugh Brayne	Solicitor, part time legally qualified panel member for The Appeals Service; visiting professor of Law at Thames Valley University; member of the NE Legal Services Committee; member of the Secretary of State's Consultative panel on Legal Services; Freelance education consultant. (Appointed July 2005).
Mr David Brown, JP, FRICS, MCI Arb	Vice-President of the Eastern Rent Assessment Panel. Consultant Surveyor to Pygott & Crone. (Appointed July 1999).
His Hon Judge Mark Brown	Circuit Judge, Liverpool Combined Court. (Appointed July 2003).
His Hon Judge Quentin Campbell	Metropolitan Stipendiary Magistrate (1981 to 95). Circuit Judge since 1996. Legal Member Mental Health Review Tribunal 1997. (Appointed July 2000).
Mrs Margaret Carey, MBE, JP	Founder Director of the Inside Out Trust. Chair of the Restorative Justice Consortium. (Appointed July 2003).
Mr John Chandler, CBE, C Eng, FRAeS	Former Royal Air Force Officer. Currently Director of Care and Support PSP Association and Trustee Officers Association.
His Hon Judge Peter Charlesworth	Retired Circuit Judge. North-Eastern Circuit, based at Leeds Crown Court. (Appointed July 2005).
Dr Paul Chesterman, MB, BS, BSc MRCP, MRC Psych, Dip Criminol, DFP	Consultant Forensic Psychiatrist, Three Bridges Regional Secure Unit, formerly Lecturer in Clinical Forensic Psychiatry, Institute of Psychiatry. (Appointed September 2001).
Dr Barry Chipchase, MB, ChB, MRCPsych, MBA	Consultant in Adolescent Psychiatry. Newcastle General Hospital. (Appointed July 2002).
Dr Derek Chiswick, MB, ChB, MPhil, FRC Psych	Consultant forensic psychiatrist at Royal Edinburgh Hospital. Former member of Home Office Advisory Board on Restricted Patients. (Appointed March 2006).

Membership of the Parole Board between 1 April 2005 and 31 March 2006 (continued)

His Hon Judge Gerald Clifton	Circuit Judge since 1992, Liverpool Combined Court and Central Criminal Court. (Appointed July 2004).
Ms Tia Cockrell	Barrister. Formerly a member of the Government Legal Service at the Attorney General's Chambers. (Appointed July 2000).
His Hon Judge Nicholas Coleman	Circuit Judge: appointed 1998. Resident Judge: Peterborough Combined Court: June 2001. (Appointed July 2004).
His Hon Judge Colin Colston, QC	Barrister, 1962, QC 1980. Circuit Judge (St Albans Crown Court) 1983 to 2003. Deputy Circuit Judge 2003 - . (Appointed July 2004).
Ms Andrea Cook, OBE, BA (Hons), MA	Specialist in consumer and regulatory affairs. Chair of Consumer Council for Water (northern region and member of Board). Vice-Chair Ethics and Governance Council, UK Biobank. Board member of the Law Society's Consumer Complaints Service (Appointed July 2005).
Mr Tom Cook	Former Deputy Chief Constable West Yorkshire Police and Advisor to the Inquiry into the death of Stephen Lawrence. (Appointed July 2000).
Dr Rosemarie Cope, MB, ChB, FRCPsych	Consultant Forensic Psychiatrist and former Clinical Director of the Forensic Directorate, Birmingham and Solihull Mental Health NHS Trust. (Appointed March 2006).
Mr Gerry Corless, CBE	Former Local Authority Chief Executive - Southwark, Sefton and West Glamorgan. Formerly Chairman of Board of Housing for Wales. Commissioner for the Rights of Trade Union Members Area Manager - 2001 Census. (Appointed July 1999).
His Hon Judge Graham Cottle	Circuit Judge. (Appointed July 2002).
Dr Paul Courtney, MRC, Psych	Consultant Psychiatrist, Hampshire Partnership NHS Trust. (Appointed March 2006).
Mr Malcolm Davidson, BA (Hons), BSc, MSc	Probation Officer, National Probation Service - North Yorkshire. (Appointed July 2005).
Miss Susan Davies	Barrister-at-Law. Former Crown Prosecutor for Wiltshire and Thames Valley Legal Member – Mental Health Review Tribunal. (Appointed July 2005).
Ms Elizabeth Derrington	Solicitor and Mediator. Independent Complaints Adjudicator for Ofsted and the Adult Learning Inspectorate. Appeal panel member, Chartered Institute of Management Accountant, Director Northern Dispute Resolutions. Former Magistrates' Courts Inspector, Senior Crown Prosecutor, Deputy Justice Clerk. (Appointed July 2005).
Ms Jo Dobry	Barrister and journalist. Formerly, member of the Police Complaints Authority and BBC Radio 4 producer. (Appointed September 2001).
His Hon Judge Paul Dodgson	Circuit Judge since 2001, Southwark Crown Court. (Appointed July 2003).
Mrs Gill Dorer, JP	JP. Lay Magistrate, General Medical Council. Lay Assessor, National Clinical Assessment Service. Lay member, Chartered Society of Physiotherapy, Regulatory Board and Professional Conduct Committee. (Appointed July 2005).
Mr Roland Doven, MBE, JP	Lay Associate Member, The General Medical Council. Freelance Consultant in Philanthropy. Board Member, The Big Lottery Fund. (Appointed September 1997).

His Hon Judge Mark Dyer	Retired Senior Circuit Judge. Former Hon Recorder of Bristol (Retired June 2001). Parole Board member between 1992 and 1996. (Appointed July 2002). (Retired September 2005).
Mrs Amy Edwards	Chair Assessor, Civil Service Selection Board, Cabinet Office. Formerly Senior Civil Servant, Home Office, Prison Service, Department of Health. (Appointed July 2005).
His Hon Judge Esmond Faulks	Circuit Judge, Newcastle upon Tyne. (Appointed July 2002).
His Hon Judge Fabyan Evans	Retired Circuit Judge. Resident Judge at Middlesex Guildhall Crown Court 1995 to 2005. (Appointed July 2005).
Mr Rick Evans	Former Senior Civil Servant at Home Office and Department for Constitutional Affairs. Chartered Occupational Psychologist and part-time management consultant. (Appointed July 2005).
Dr Matthew Fiander	Honorary Senior Lecturer in Forensic Mental Health, St George's, University of London. (Appointed July 2002).
His Hon Judge Peter Fingret	Circuit Judge since 1992. Stipendiary Magistrate 1982 to 1992. Legal Member Mental Health Review Tribunal since 1994. (Appointed July 2003).
Mrs Sian Flynn	Development Consultant. Trustee National Network for the Arts in Health. Trustee Youth Music Theatre UK. Former Chairman Ashford and St Peters NHS Trust. (Appointed July 2005).
His Hon Judge Giles Forrester	Senior Circuit Judge, Central Criminal Court. (Appointed July 2002).
Mrs Diana Fulbrook	Chief Officer, Wiltshire Probation Area. (Appointed September 2001).
Mrs Jane Geraghty	Chief Officer Nottinghamshire Probation Area. Non-Executive Director Nottinghamshire Mental Health Trust. (Appointed September 2001).
Dr Elizabeth Gilchrist	Chartered Forensic Psychologist. Reader in Forensic Psychology, University of Kent. Researcher and Practitioner in Forensic Psychology. (Appointed July 2004).
Dr Steve Goode, CBE	Regional Offender Manager, West Midlands (NOMS). Former Chief Officer of Derbyshire Probation Service. Fellow Royal Society of Arts. (Appointed July 2000).
His Hon Judge David Griffiths	(Appointed July 2005).
Professor John Gunn, CBE, MD, FRC Psych, F Med Sci	Emeritus Professor of Forensic Psychiatry, KCL. Member of Executive Committee Faculty of Forensic Psychiatry, Royal College of Psychiatrists. Co-Chairman, European group of trainers in forensic psychiatry. (Appointed March 2006).
Her Hon Judge Carol Hagen	Circuit Judge. Appointed 1998. Legal Member Mental Health Review Tribunal from July 2001. (Appointed July 2004).
Dr Robert Halsey	Consultant Clinical and Forensic Psychologist, North London Forensic Service, Chase Farm Hospital, Enfield, Middlesex. (Appointed July 2004).
John Harding, CBE,	Visiting Professor in Criminal Justice Studies, Hertfordshire University, Chairman Addaction, UK, Chairman, Youth Advocates Programme, UK and Board member Youth Advocates Programme USA, Member Of Homicide Law Review Action Group since 2005, former Chief Probation Officer, Inner London. (Appointed July 2000).

Membership of the Parole Board between 1 April 2005 and 31 March 2006 (continued)

His Hon Judge Gareth Hawkesworth	Called to the Bar 1972. Member of Gray's Inn. Practiced at Fenner Chambers, Cambridge 1974 to 1999. Appointed to the Circuit Bench September 1999. (Appointed September 2001).
Mr Michael Hennessey	Former Director of Social Services for Shropshire CC and Bolton MBC. Member of the Board of Coverage Care (Shropshire) Ltd. Consultant to the Board of Branas Isaf Personal Development Centre Ltd. (Appointed August 1998). (Retired September 2005).
Matthew Henson BA, MSc, PgD	Psychotherapist. (Appointed July 2005).
Mrs Debbie Hill	Senior Probation Officer with Hereford and Worcester Probation Service 1997 to 2000. District Team Manager with West Mercia Probation 1997-2005. (Appointed July 2003).
Ms Lesley Hilton	Former Lecturer, Training Consultant. Ex-Councillor London Borough of Redbridge. Former Chair London Ecology Committee. Vice Chair of Redbridge Racial Equality Council. Director, Hilton & Hilton Ltd (Appointed August 1998).
Her Hon Judge Estella Hindley, QC	Birmingham Crown and County Courts. (Appointed August 1998).
Miss Julia Holman	Solicitor, Legal Member Mental Health Review Tribunal. Former Training Officer – London Criminal Courts Solicitors' Association. (Appointed July 2002).
Mrs Elizabeth Housden, BA, MSc	Management Consultant. Former HR Director in voluntary sector. Probation Board Member, Lancashire. (Appointed July 2005).
Mr Trevor Hoyland	Former Detective Superintendent, South Yorkshire Police. (Appointed July 2002).
Her Hon Judge Judith Hughes, QC	Barrister 1974. Bencher Inner Temple 1994. QC 1994. Circuit Judge S.E. Circuit 2001. (Appointed July 2002).
His Hon Judge Merfyn Hughes, QC	Circuit Judge, Wales and Chester Circuit. Legal Member, Mental Health Review Tribunal. (Appointed July 2004).
Dr Chris Hunter, MB, BS, FRCPsych	Consultant Forensic Psychiatrist. Formerly Clinical Director of South Wales Forensic Mental Health Service and Advisor in Forensic Mental Health Service and Advisor to the Welsh Assembly Government. Medical member of the Mental Health Review Tribunal for Wales. (Appointed June 1995).
Mr John Jackson MA FCIS	Clerk to the Governors, Dulwich College. Formerly with British Gas Plc. Member, Solicitors Disciplinary Tribunal Lay Assessor – National Patient Safety Agency. (Appointed July 2005).
Ms Kyrie James, BA, MA, M Phil (Cantab)	Solicitor-Advocate previously in private practice specialising in judicial review. Formerly a Magistrate and NHS Non-Executive Director. (Chair of Audit and Clinical Governance) and Criminology Lecturer. Member of Review Committee and Executive Team. Consultant to Penal Reform International and Member of the Alumni Committee of St Cross College, Oxford University. Full Time Legal Member. (Appointed September 2003).
His Hon Judge Geoffrey Kamil	Circuit Judge, Bradford Crown Court and Leeds Civil Hearing Centre. Member of Judicial Studies Board, Equal Treatment Advisory Committee and Family Committee (Appointed July 2000).

Ms Mary Kane, JP	Solicitor. Legal Member of the Mental Health Review Tribunal. Legal member of the Special Educational Needs and Disability Tribunal. Family Mediator. Deputy Traffic Commissioner. Legal member of the Postgraduate Medical Education and Training Appeal Board. Trustee of the British Institute of Human Rights. (Appointed July 1996).
Dr Adarsh Kaul, MB BS, MRC Psych, MA(Crimin)	Consultant Forensic Psychiatrist, Nottinghamshire Community Forensic. Service. Medical Member Mental Health Review Tribunal. (Appointed September 2001).
Mr Andrew Keen	Solicitor. Legal Member of the Mental Health Review Tribunal. (Appointed July 2003)
Mr William Khan	Barrister, Formerly Head of Eastbourne Chambers. Part-time Immigration Adjudicator, Immigration Appeals. Previously a member of the Kent and Sussex Criminal Justice Liaison Committee. (Appointed July 2000).
Ms Assia King	Member of Appeals Service. Voluntary sector background working with a variety of social issue based organisations. (Appointed August 1998).
Professor Roy King	Professor and Senior Research Fellow, Institute of Criminology, University of Cambridge. Founder Member of Parole Board 1968-71. (Appointed September 2001).
Dr Sian Koppel	Consultant Forensic Psychiatrist, Regional Medium Secure Unit, South Wales. (Appointed March 2006).
Dr Sukhjeet Singh Lally MBCHB MMedSc MRCPsych	Consultant Forensic Psychiatrist, Oxford Clinic Regional Secure Unit. (Appointed March 2006).
Mrs Brenda Large, JP, DL, BA, LLB	Member of the Executive Committee and the Judicial Policy and Practice Committee of the Magistrates' Association; the Lord Chancellor's Advisory Committee for West Sussex; the Criminal Procedure Rule Committee; Lay Member of the Standards Committee of Horsham District Council. (Appointed July 1999). (Retired September 2005).
His Hon Judge Timothy Lawrence	Solicitor 1967, Circuit Judge 1986, Legal Member Mental Health Review Tribunals 1988 -, President, Industrial Tribunals for England & Wales 1991-97, Vice-Chairman, Advisory Committee on Conscientious Objectors 2000 -. (Appointed 1998).
Ms Susanna Jane Lewis	JP; Independent Arbitrator. Independent advisor to DEFRA. Independent Chairman of Certification Committee for UK Organic Standards. Project Manager. Financial Advisor/Strategist (Charities). (Appointed July 2005).
Mrs Sarah Lightfoot	Full-time Member and Director of Performance and Development. Previously Management Consultant. (Appointed September 2003).
Mr Robin Lipscombe, JP	Vice Chairman Hertfordshire Police Authority. Past Chairman North Hertfordshire Police Community Partnership. Chair North Herts Bench Probation Forum. Former Managing Director, ACO Technologies, PLC. (Appointed July 2000).
Ms Rachael Loveridge	Former Senior Probation Officer, National Probation Service for England and Wales (Hampshire Area). (Appointed July 2003).
Mrs Susan Lytton	Children's Guardian, Former Probation Officer, Lay Member MHRT, Independent Practitioner in Family Proceedings Courts.

Membership of the Parole Board between 1 April 2005 and 31 March 2006 (continued)

His Hon Judge Kerry Macgill	Circuit Judge. (Appointed September 2001).
The Hon Mr Justice Colin Mackay	High Court Judge. (Appointed July 2005).
Mr Robert Mathers	Chief Probation Officer, Lancashire. Formerly Deputy Chief Officer, National Probation Service, Greater Manchester. (Appointed August 1998). (Retired September 2005).
Dr Dave Mawson, MB, BS, DPM, FRCPsych	Retired Consultant Forensic Psychiatrist. Formerly Medical Director, Broadmoor Hospital. (Appointed June 1995).
His Hon Judge Patrick McCahill, QC	Barrister (1975) QC (1996). Mental Health Review Tribunal (2000). Circuit Judge assigned to the Midland Circuit – (2001). (Appointed July 2004).
Miss Linda McHugh	Management Consultant. Board Member and former Vice-Chairman, Community Housing Group. Trustee of Nacro, Board Member NCE. (Appointed July 2002).
Mr John McNeill, BA (Hons), MSc, LLM,	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. (Appointed July 2005)
His Hon Judge Christopher Metcalf	Circuit Judge. (Appointed July 2001).
His Hon Judge John Milmo, QC, MA, LLB	Circuit Judge. (Appointed July 2005).
Ms Clare Mitchell	Formerly with the Department of Social Security. Social Development Consultant. Civil Service Selection Board Assessor. (Appointed July 2005).
His Hon Judge David Mole QC	Circuit Judge, Harrow Crown Court (2002). Authorised to act as a High Court Judge in the Administrative Court (2004). Legal Member of Lands Tribunal (2006). (Appointed July 2003).
Miss Anne Molyneux	Solicitor. Recorder. Shadow Trustee Tomorrow's People. (Appointed July 2003).
Ms Angela Montgomery	Solicitor/Secretary, Humberside Probation Service. Formerly Crime and Disorder Solicitor for Liverpool and Salford City Councils. (Appointed July 2000).
Mrs Heather Morgan	Solicitor. Legal Member Mental Health Review Tribunal. Law Society Adjudicator. (Appointed July 1999).
His Hon Judge David Wynn Morgan	Circuit Judge, Cardiff Crown Court. (Appointed July 2002).
Mr Michael Mulvany	Independent Training and Consultancy provider to Criminal Justice System organisations. Formerly, Director, Rotherham Alcohol Advisory Service; Lecturer, Leeds Metropolitan University; Assistant Chief Probation Officer, Merseyside; Senior Probation Officer; South Yorkshire; Probation Officer, Lancashire. (Appointed July 2005).
Mr David Mylan	Solicitor. Part-time Legal Member MHRT. Law Society Assessor for MHRT Panel Membership. (Appointed September 2001).
Mr Paul Nicholson, JP	Magistrate, City of Newcastle upon Tyne. Former Chairman Thames Valley Magistrates' Courts Service. Deputy Chairman, Key Holdings PLC. (Appointed July 2000).

Mr Glyn Oldfield	Former Police Superintendent and Head of Staffordshire Police Operations Division. Currently a Professional Conduct Consultant. (Appointed July 2005).
Dr Richard Osborn	Former Manager with British Petroleum. (Appointed July 1999). (Retired September 2005).
Mrs Tanya Ossack	Barrister, Legal Adviser Independent Custody Visitors Association (ICVA). Formerly Government Information Officer. (Appointed July 2003).
Ms Sarah Page	Barrister. Head of Legal Services for the Nursing and Midwifery Council. (Appointed in July 2003).
Mr Peter Palmer, JP	Former Manager with British Petroleum. Member of HM Prison Service, Close Security Centre Advisory Group. (Appointed June 1995). (Retired September 2005).
Mr Graham Park, CBE	Consultant Solicitor in Private Practice. Member of the Criminal Injuries Compensation Appeals Panel. Legal Member of the Mental Health Review Tribunal. (Appointed July 1996).
Mrs Barbara Parn	Assistant Chief Officer, Warwickshire Probation Area (2000-2004) Currently seconded to NOMS as the C-NOMIS Business Change Manager. (Appointed July 2003).
Mrs Sylvia Peach, OBE, JP	Former member of N.E. Hants Advisory Committee. Former member of BOV and LRC at HMP Winchester. (Appointed June 1995). (Re-appointed September 2001). (Retired September 2005).
Professor Bob Peckitt, FRSM, MRC, Psych DCB, Psych LLM, M BILD, MRCP, MRCS, D Crim, JS, DCH, DRCOG, DFFP	Consultant Forensic Psychiatrist, Springfield University Hospital and Visiting Professor of Forensic Psychiatry, University of Lincoln. (Appointed March 2006).
Mr Tony Pembroke, JP	Formerly a Manager with IBM UK Ltd. (Appointed August 1998).
Mr Cedric Pierce, JP	Director, South Eastern Trains (Holdings) Ltd, and Director, BRB (Residuary) Ltd. (Appointed July 2005).
Mr Colin Pinfold	Probation Regional Manager for the West of Midlands Region. Performance and Regions Unit National Probation Directorate. (Appointed July 2005).
The Hon Mr Justice Christopher Pitchers	High Court Judge. (Appointed July 2005).
Lady Judith Pitchers, MBE, JP	A Parole Board member from 1991 to 1997. A former member of the Advisory Board on Restricted Patients and a former member of the Judicial Studies Board Magistrates Committee. Former Part-time Lecturer in Criminology, University of Loughborough. (Appointed August 1998). (Retired September 2005).
Mr Richard Powell, LLB, LLM	Barrister. Former Magistrate's Clerk. Fee-paid Immigration Judge. Barrister in private practice in Exeter. (Appointed July 2005)
Mr Arthur Price-Jones, LLB	Solicitor (retired). Former Town Clerk of Leicester City Council. Past Member of the Council of The Law Society. Former part-time member of the Police Complaints Authority. (Appointed September 1997). (Retired 2003). Member Appraiser 2002 –.
Mr Tony Raban, MA, MBA	Former Chief Probation Officer Lancashire & Rutland 1995-2001). Regional Probation Manager East Midlands (2001-2006). (Appointed July 2005).

Membership of the Parole Board between 1 April 2005 and 31 March 2006 (continued)

Mr Malcolm Rae, OBE, FRCN	Former Nursing Officer Mental Health and Forensic Psychiatry, The Department of Health. (Appointed July 2002).
Mr Alistair Reeve, JP	Insurance Under Writer. Retired company director. (Appointed July 1999). (Retired September 2005).
His Hon Judge Stephen Robbins	Circuit Judge since 1994. President Mental Health Review Tribunal since 1995. (Appointed September 2001).
His Hon Judge Mervyn Roberts	Circuit Judge, South Eastern Circuit. Appointed November 1999. Member Criminal Injuries Compensation Board 1996-1999. (Appointed July 2002).
His Hon Judge William Rose	Circuit Judge. (Appointed July 2004).
Professor Andrew Rutherford	Professor of Law and Criminal Policy. Faculty of Law, University of Southampton; Dean of Law Faculty since 1999. (Appointed September 2001).
Mr John Sadlik, JP	Lord Chancellor's Advisory Sub-Committee for North Durham. Member of Employment Tribunals Panel. Member of Rent Appeal Tribunal Panel. (Appointed July 1996).
Dr Gwyneth Sampson	Consultant Psychiatrist. Medical Member Mental Health Review Tribunal. (Appointed July 2002).
Mr Peter Sampson	Former Chief Probation Officer, South Wales; Avon; Gwent (1993-2003). Vice-Chair Gwent Healthcare NHS Trust. Member Gwent Courts Board. Director Rowen Consultants. (Appointed July 2005).
His Hon Judge John Samuels	Circuit Judge. Chairman of the Criminal Sub-Committee, Council of Circuit Judges. (Appointed July 2005)
Her Hon Judge Audrey Sander	Retired Circuit Judge. Legal Member Mental Health Review Tribunal. (Appointed July 2000).
Dr Heather Scott	Non-Executive Board Member, Durham and Chester-le-Street Primary Care Trust. Former Principal Lecturer/Programme Director, Community Safety, Northumbria University. (Appointed July 2005).
His Hon Judge John Sessions	Officer in the Royal Navy 1959-1981. Circuit Judge from 1992, SE Circuit. Judge Advocate of the Fleet from 1995. (Appointed July 2005).
Ms Jo Shingler, BSc(Hons), MSc, C Psychol, AFBPsS	Chartered Forensic Psychologist and Associate Fellow of the British Psychological Society. Formerly Senior Psychologist in Prison and Probation Services. Currently working in private practice, including for the Probation Service and Social Services (Appointed July 2003, deferred until July 2004)
Dr Alan Smith, BSc(Hons), MB, Ch B, M Phil, MRC Psych	Consultant Forensic Psychiatrist, Addenbrooke's Hospital, Cambridge. (Appointed July 2002).
Mrs Susan Smith	Former Journalist and Communications Director. Independent Complaints Investigator (Social Care) and Non-Executive Director in the NHS. (Appointed July 2005).
His Hon Judge James Spencer, QC	Circuit Judge, Leeds and Bradford. (Appointed July 2002).

Mr John Staples	Former Area Manager of Yorkshire Prisons. Member of the Sentencing Advisory Panel since 2003. (Appointed August 1998). (Retired September 2005).
Mrs Alison Stone	Former local authority Chief Executive. Former Chair Plymouth Community Safety Partnership. Drug Action Team and Youth Offending Team. Solicitor (non-practising). (Appointed July 2003).
Mr Nigel Stone	Senior Lecturer in Criminology and Criminal Justice, University of East Anglia. (Appointed September 1997).
Miss Carol Swaffer LLB	Solicitor. Formerly in private practice advising on competition law. Currently Principal Case Officer at Office of Fair Trading. (Appointed July 2005).
Dr Marion Swan, MB, BS, FRC Psych, BA	Consultant Forensic Psychiatrist. Parole Board Member 1992 to 1998. (Appointed July 2000).
Ms Barbara Swyer	Probation Commissioning Manager, South East Region, on secondment from role as Director of Commissioning for Hampshire Probation Area. (Appointed July 2003).
Mrs Kay Terry	Victim Support and Witness Service Consultant. Former Social Policy Researcher and Author. Board Member, Wiltshire Probation Service. (Appointed July 2002).
Ms Elana Tessler	Former Senior Probation Officer, National Probation Service, Dorset. (Appointed July 2005).
Professor Anthony Thake, JP	Visiting Professor of Health and Social Sciences, Middlesex University. Mental Health and Substance Misuse Adviser to the Department of Health, NHS and European Commission. Trustee of NCH and the Mental Health Foundation. (Appointed July 2005).
Mr Hugh Vaughan Thomas, BA, MSc	Director, Tard Consultancy Ltd. Board Member, Hearing Aid Council; Board Member, Big Lottery Fund, RNID. National Trustee for Wales. Lay Member (Vice-Chair), Law Society Committee for Wales.
His Hon Judge Anthony Thornton, QC	Circuit Judge. (Appointed July 2002).
His Hon Judge Tilling	Senior Circuit Judge, Kingston upon Thames Crown Court. (Appointed July 2003, deferred until July 2004)
Mrs Lynne Tolan	Former Detective Chief Inspector, West Yorkshire Constabulary. Lay Assessor for General Medical Council. (Appointed July 1999). (Retired September 2005).
Mrs Jo Turnbull, JP, LLB	Former Member BOV Frankland and Deerbolt. Chairman County of Durham and Darlington Priority Services Trust. Former Member Lord Chancellor's Advisory Committee for Durham. (Appointed June 1995). (Re-appointed September 2001). (Retired September 2005),
His Hon Judge Leon Viljoen	Circuit Judge. (Appointed July 2005).
Mrs Susan Vivian-Byrne	Chartered Clinical and Forensic Psychologist and Systemic Psychotherapist. Head of Forensic Clinical Psychology at the Caswell Clinic, Bridgend, South Wales. (Appointed July 2003).
Ms Helen Ward	Senior Probation Officer, National Probation Service, Lancashire. Enforcement Implementation Manager, National Probation Directorate (Appointed July 2003).

Membership of the Parole Board between 1 April 2005 and 31 March 2006 (continued)

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

Management Board

Professor Sir Duncan Nichol (*Chair*)
The Hon Mr Justice Neil Butterfield (*Vice- Chair*)
Christine Glenn (*Chief Executive*)
Diana Fulbrook
Sarah Lightfoot
Linda McHugh
Tony Pembroke
Alison Stone
Mollie Weatheritt

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



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