

Police Rehabilitation & Retraining Trust
Annual Report and Accounts

For the year ended 31 March 2017



Rehabilitation and
Retraining Trust

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THE POLICE REHABILITATION AND RETRAINING TRUST

Police Rehabilitation & Retraining Trust Annual Report and Accounts

For the year ended 31 March 2017

Laid before the Northern Ireland Assembly

Under the Audit and Accountability Companies (Public Sector Audit) Order (NI) 2013

By the Police Rehabilitation & Retraining Trust

on

29 June 2017

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Chairman's Foreword

I am pleased to introduce the second annual report of the Police Rehabilitation and Retraining Trust operating in its new form as a full Non Departmental Public Body (NDPB) of the Department of Justice for Northern Ireland (DOJ).

This second year of operation in the new format has been unusual in the sense that for most of the year the organization was again operating to a one year financial plan, with a good deal of uncertainty surrounding the level of longer term funding. Longer term planning was therefore difficult.

The Board has been pleased to continue to receive satisfactory audit reports and unqualified accounts, a testimony to the professionalism and diligence of the CEO and his finance and corporate support services. The foresight of the CEO and his team in running a Voluntary Exit Scheme for administrative staff allowed PRRT to position itself for restructuring and divert more resource to direct service provision.

I continue to be impressed by the dedication and commitment shown by all the staff across PRRT. The CEO's report demonstrates the performance of the organisation against its Key Performance Indicators which remains at a very high level. The skills that PRRT staff have and the resultant impact of the services that they provide for clients, are extremely valued. During the year we have been able to extend that expertise to the Northern Ireland Police Federation Well Being project and to Prison Officers. These additional services are separately funded by the respective organisations with no detriment to our core provision of services to former RUC/PSNI officers or their families.

After discussion with DOJ and the Northern Ireland Police Fund (NIPF), an external review of the services provided by PRRT and NIPF to their respective client groups was financed by DOJ. That report was received in the final days of this reporting year, and commented favourably on the services provided, and also on the continued need for them. Both organisations will jointly consider the recommendations in the form of a Working Group, and implement accordingly.

The PRRT Board held a self-assessment and planning session in the Autumn of 2016, and as a result has introduced a number of changes to the way that the Board conducts its business.

In common with the rest of the public sector, PRRT is still uncertain about the level of budget for 2017/18 and succeeding years. However, I am looking forward, within a continuing productive relationship with the Board and the Senior Management Team, to ensuring that PRRT continues to deliver world class critical mental, physical, training and development services to former Northern Ireland police officers. They deserve nothing less.



Ken Millar
Chairman of the Board of Directors

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Performance Report:

Chief Executive's Foreword

As Chief Executive and Accounting Officer I am pleased to present the Annual Report and Accounts for the financial year ended 31 March 2017.

During the past year, PRRT have, again, consistently achieved and surpassed its key targets and continues to meet its corporate objectives, demonstrated by our increasing focus and reporting of outcome measures. The more detailed performance reports of each of the Departments will give an insight into the work carried out and the continuing positive outcomes.

It is important that I highlight a number of areas of work we have been involved in over the past year, which will be ongoing and further developed over the next few years. We have undertaken two major projects during the year.

- Working in conjunction with the **Police Federation of Northern Ireland** on their Wellbeing project. This initiative aims to improve the mental health of serving police officers in the PSNI. PRRT have contributed to this significantly, by developing a programme of awareness and preventative training seminars, as well as bespoke specialist training, which aims to increase the capacity of officers to deal with all manner of stress related illness.
- Working with the **Northern Ireland Prison Service** in order to provide the range of PRRT services to prison officers. This project followed a meeting with the previous Minister of Justice, who was proactive in working with PRRT, NIPS and DOJ to ensure this initiative was implemented on a timely basis.

A key issue for PRRT is that these additional projects should have no impacts on the provision of services to our current core client base. As both projects are managed on a contractual basis, the additional financial resources are utilised to ensure that our staff and associates capacity can meet the additional workload. The Senior Management Team at PRRT have managed their resources very effectively in order to maintain the consistent high quality of services for all clients.

During the past year, PRRT implemented a Voluntary Exit Scheme for administrative staff in order to enable us to carry out an internal restructuring to more effectively focus resources on front line services. In total, six staff left PRRT through this scheme and I would like to thank these staff for the professionalism and commitment to our services over the years they were employed by PRRT.

The internal restructuring to ensure focus on maintaining front line services for clients has resulted in a highly effective and efficient service delivery provision across all Departments. I must commend the commitment and professionalism of staff in all areas across the organisation. During an ongoing period of change and significant constraints, the staff at PRRT have ensured that client care remains key to the organisation.

The Senior Management Team (SMT) in PRRT have facilitated a number of focus groups with clients this year, in order to try to ascertain a full range of feedback from the users of our services. These focus groups have proven extremely beneficial in engaging with our key

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stakeholders and identifying the key reasons why clients use PRRT, what they feel about our service provision and ideas on how we could improve further. In summary, our clients still reported significant security benefits in using PRRT, gave extremely positive feedback on the professionalism and experience of staff and commended the multidisciplinary approach to services across all Departments.

Late in the year, the Department of Justice, with the co-operation and endorsement of the relevant Chairmen, commissioned an independent review to enable them to have research done on a number of smaller policing bodies. The review fulfils a commitment in the DoJ Business Plan in relation to the Governance of and Support to Arms' Length Bodies to "have concluded a research project to enable the Minister to reach an informed view as to how to meet the current and future needs of the respective client groups of Northern Ireland Police Fund and PRRT." The review is now complete and we will work with the NIPF and DoJ on the outcomes and recommendations from the report.

The Executive team and the Board continue to develop a good working relationship and the experience of the Board in a wide variety of areas continues to bring some useful new thinking and perspectives to the organisation, particularly in the area of developing reporting around outcomes. Over the past year the Board have consistently demonstrated their support for PRRT on a number of challenging areas, and have provided me with significant assistance in engaging with our key stakeholders.

As an NDPB we have a close and effective working relationship with the DoJ and the Department's continuing support is vital for the future success of PRRT. The Board and SMT have an open, transparent and productive relationship with the sponsor team. They are aware that reporting, accountability and governance demands can be a challenge for a small organisation whose staff are mainly dedicated to front-line service delivery and work very effectively with the relevant PRRT staff on these issues.

As I have previously stated, external environmental issues and circumstances will continue to be a challenge to PRRT, however the commitment, professionalism and adaptability of staff throughout the organisation will allow us to meet these challenges. We will continue to develop our services efficiently and effectively to ensure we remain fully focused on meeting client needs and delivering positive outcomes.

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Overview

I am pleased to report on the business and performance of PRRT across the financial year ended 31 March 2017.

Statutory Duties and Background

On 1 April 2015 PRRT became an Executive Non Departmental Public Body (NDPB) of the Department of Justice (DoJ). This followed founding legislation for PRRT being passed during 2014-15, by way of the Financial Provisions Act (NI) 2014, and with the associated statutory regulations laid on 11 June 2014, which came into effect on 10 July 2014.

PRRT Ltd was dissolved on 10 November 2015. PRRT body corporate was formed from 1 April 2015 and this is the second full year of business.

PRRT complies with the corporate governance and accountability framework arrangements (including '*Managing Public Money Northern Ireland*' (MPMNI)) issued by the Department of Finance (DoF) (formerly Department of Finance and Personnel) and the DoJ.

Principal activities and business review

The principal activities of PRRT during the year were to assist former and serving members of the Royal Ulster Constabulary and the Police Service of Northern Ireland with psychological therapies, physiotherapy, personal development and training prior to and following cessation of their service. PRRT has also provided services to other DoJ bodies.

Performance Analysis

A summary from each of the service departments at PRRT which highlights the significant events that occurred over the past year and provides an analysis of the key performance indicators set for each department is detailed out in the following pages.

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Psychological Therapies Department

Clinical Service

This past year has been an extremely busy one for the Psychological Therapies service. The clinical team's expertise continues to be in demand in a range of clinical areas including treatment provision, specialist training, psychological first aid and specialist consultation. We have recruited new clinical associates to our team at Maryfield and expanded our satellite clinic provision. We are working in partnership with the Police Federation of Northern Ireland and PSNI Occupational Health and Welfare service in a major three year programme to provide preventative Trauma Resilience training and increased access to clinical treatment for serving PSNI Officers.

We continue to meet the constant demand from the retired officer population for specialist clinical treatment and have noticed a consistent need amongst retired police family members. As the internal provider of psychological treatment to PSNI we continue to work in close partnership with PSNI OHW to provide evidenced based treatment to serving officers.

As a specialist team we are committed to continue to provide the highest standard of clinical service that is centred on the individual patient and their varied needs. We continue to work to prevent and protect police officers and associated members of the DOJ family from the impact of trauma and provide accessible and effective evidenced based treatment as required.

Our patient profile continues to be varied ranging from those who have recently experienced traumatic incidents to those who experience chronic and complex conditions that have built up over many years. As well as post trauma symptoms, anxiety and depression the team treat a broad range of psychological problems including obsessive compulsive disorders, self-harm, addictions, anger issues and relationship difficulties linked to service stressors. The age range of our patients spans children at primary school to those well into their retirement following 30 plus years of service. Reassuringly our patients continue to consistently present as motivated and courageous in their tackling of these debilitating problems which means, despite the complexity of the problems, working collaboratively we see excellent results.

Patient feedback demonstrates that 100% of all respondents were either very satisfied or satisfied with their treatment, with 98% of all patients rating their quality of life as better following treatment with the remaining 2% neither agreeing nor disagreeing.

A sample of written feedback from patients:

"The benefit I received from PRRT is immeasurable. I owe PRRT a big thank you."

"My treatment was excellent from start to finish, for which I will be eternally grateful."

"I have significantly changed in a positive way. I have developed skills to manage mood and anxiety. This was crucial support that had maintained my ability to function at home and at work."

"I have made tremendous progress...I have managed to lay my ghosts to rest."

"Amazed at the difference in my child in 10 sessions. We will be in debt to you forever for this help. Thank you."

"The treatment I received was superb...I have changed my overall outlook in life and there are goals to be achieved."

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“Surpassed my goals. I thought I would be getting instructions on relaxation techniques. Instead I dealt with the root of my problems and shifted my thought process.”

All department clinicians have attended professional development training courses throughout this year to ensure that patients are offered the most up to date and effective treatments for their service related conditions.

Partnership working with the Police Service of Northern Ireland’s (PSNI) Occupational Health and Wellbeing Service (OHW)

The department has a long history of working in partnership with PSNI OHW to provide treatment for serving officers. This partnership working has enabled a significant number of serving officers to receive the treatment they require whilst remaining at work. Partnership working has also ensured that referrals following critical incidents are assessed and treated rapidly to optimise positive outcomes. Feedback from serving officer service users has been excellent.

Sharing Knowledge and Skills with the PSNI

Over the past year the service has continued to work closely with our colleagues in the PSNI. A number of specialist training programmes have been designed and delivered to officers who are potentially at high risk focusing on areas such as Trauma Resilience and Managing Individuals with Mental Health Issues during critical incidents. Specialist consultations and contributions to existing PSNI courses have also taken place with excellent working relationships being maintained.

Promoting Mental Well Being with the Police Federation of Northern Ireland

Several members of the clinical team have been contributing to a large scale mental well-being programme aimed at providing serving PSNI Officers with practical psychological training and in partnership with PSNI’s Occupational Health and Well-being service increased access to clinical treatment if required. The clinical team have designed and delivered unique psychological training courses to district officers, specialist teams and student officers. By utilising the information provided to us by our police officer patients in treatment coupled with evidenced based models we aim to equip officers in a bespoke way to better manage the stressors associated with policing.

Working in Partnership with DoJ Learning and Development Forum

We continue to work with the DOJ Learning and Development Forum to design and deliver bespoke training to DOJ staff as part of its Managing Mental Health Strategy. Courses have been designed and delivered to a range of DOJ services in the areas of Understanding Mental Illness, Managing Mental Health for Managers and Conflict Management in Mental Health. Feedback from these courses to date has been excellent and they will continue to be facilitated throughout the coming year at all levels of the DOJ.

Psychological First Aid

The service continues to provide a bespoke model of Psychological First Aid to those members for the DOJ family who have been in immediate contact with a traumatic incident. This specialist support delivered by senior clinicians continues to receive very positive feedback and has assisted professional teams in the management of traumatic incidents.

Northern Ireland Prison Service

We are currently liaising with the Northern Ireland Prison Service to develop relevant services to address the needs of serving prison officers.

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Knowledge Sharing

Team clinicians have contributed to a wide range of events during the past year including speaking at internal, regional and national conferences on a range of topics including treating patients who remain at risk, treating trauma in children and young people and child protection. Working partnerships with the PSNI, Statutory Mental Health teams and links with Ulster University and Queen's University have enabled mutual sharing of clinical expertise. The clinical team work closely with the PSNI Police College at Garnerville in contributing to officer continued professional development. Looking to the next year we look forward to working with the Northern Ireland Prison service in supporting their officers.

Psychological Therapies Key Performance Measures 2016-17

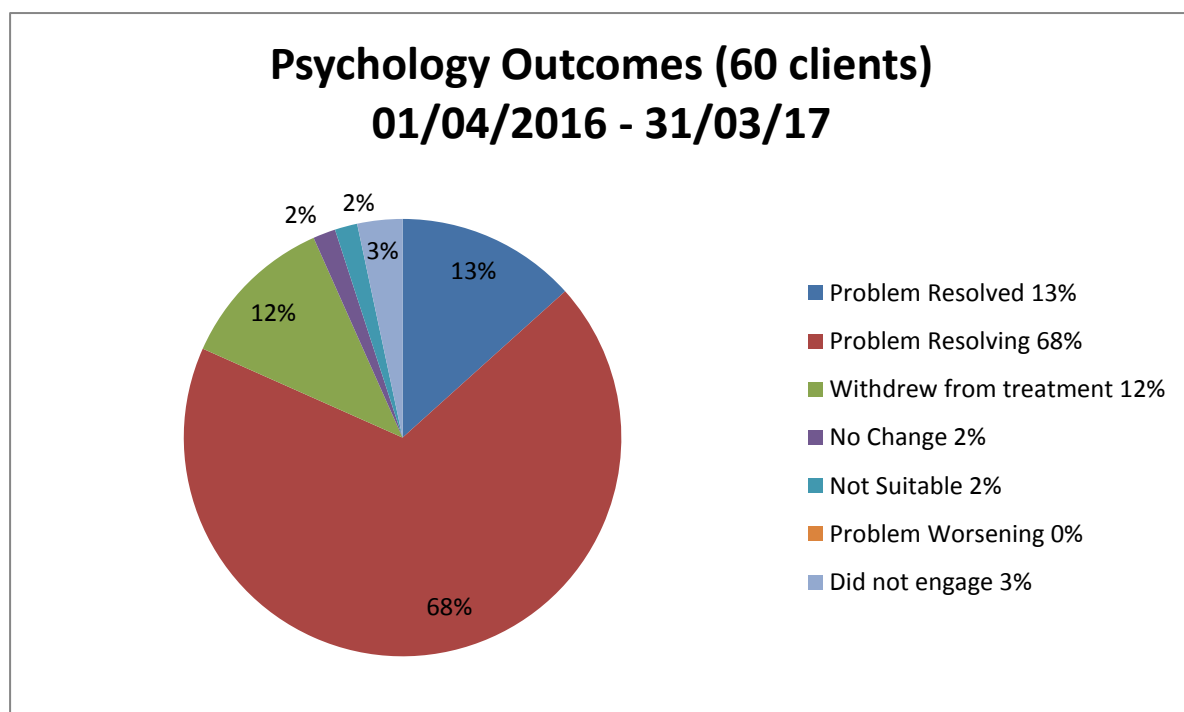
- A minimum target of 200 new patients was set as a target for 2016-17. The psychological therapies services treated 211 (2015-16: 180) new patients during the year.
- Psychological therapies were set a target 2,520 clinical treatment sessions; PRRT provided 2,629 psychological sessions during the year (2015-16: 2,216).
- Waiting times for clients considered high and medium risk were on target with 100% of referrals offered an initial assessment appointment within a maximum of 14 days and 4 weeks maximum, respectively.
- Waiting times for low risk patients was set at 6 weeks from initial assessment; this target was achieved 50% of the year. Maximum time over target was 21 days and the minimum time over target was 3 days.
- The team carried out 50 (2015-16: 31) training courses for the DOJ/PSNI, this was a significant increase in training provision due to the Police Federation Well Being Project. The target had been set at 15.

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Health outcomes 2016-17

At the end of treatment the treating clinician will assign each patient a global treatment outcome. These assigned outcomes have been categorised as:

- **Problem Resolved** – Extinction of symptoms and/or achievement of treatment goal.
- **Problem Resolving** - Significant decrease in presenting symptoms and confident in progression towards achieving treatment goal with further repetition of strategies learned.
- **Withdrew from treatment** – Client removed themselves from treatment.
- **No Change** – No progress has been made in achieving treatment goals.
- **Not suitable** – client was not deemed suitable to avail of psychology services.
- **Problem Worsening** – Patient's symptoms have increased.
- **Did Not Engage** – Patient did not participate in the treatment goals set.



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Physiotherapy Department

The Physiotherapy team continues to provide a high quality, evidence based service to our clients in order to enable them to maintain and improve their quality of life and functional ability. The core business of the department continues to be one-to-one musculoskeletal physiotherapy delivered at Maryfield and through our regional associate practices.

Our Maryfield centre offers prompt assessment and treatment to clients from the Belfast area while our network of associate practices offers our regional clients a local service which is easily accessible via our telephone triage system. This has been another busy year for the service with a 5% increase in client referrals.

Group work

Group exercise courses such as Tai Chi, Core Stability and Hydrotherapy continue to be a useful adjunct to our service, encouraging clients with long term, chronic and often painful conditions to become more active and to improve their general health and wellbeing. The demand and number of courses delivered increased this year.

Continuous Professional Development (CPD)

Team members attended various external courses as part of their CPD activities but this year in addition we hosted a CBT based course on communicating to clients effectively to change health behaviours. This was an opportunity to offer training locally to our associates and other colleagues.

User Engagement

Following the introduction of the Chartered Society of Physiotherapy's Quality Assurance Standards (QAS) 2013 the requirements for user engagement in the planning and delivery of physiotherapy services has been more clearly defined than in previous standards. In light of this, in addition to our customary record audits and user experience surveys, it was decided to include the development and implementation of a user engagement strategy as a key objective in the business plan. The strategy focused on the need to look forwards to ensure that our services expand and change to remain appropriate for our existing users and meet the needs of future users. Focus groups of retired officers and families were held and the resulting report produced qualitative data and service recommendations that we will fully evaluate and implement as appropriate in the coming year. There was strong agreement amongst the participants of the professionalism and quality of the Physiotherapy Service provided at both Maryfield and our regional practices and the positive impact this has on clients' health and wellbeing. Participants highlighted the need to continue delivering a professional service in a safe and secure environment.

Service audit outcomes

The findings from the 2016-17 client satisfaction survey revealed that 99% of clients were very satisfied or satisfied with the service, whilst 97% of clients felt that they gained moderate to great benefit from the treatment they received. We received 245 completed discharge questionnaires with many positive comments:

'I came to the service after two weeks of agonising pain. I was assured that my condition was muscular and was further reassured on each subsequent session even though I had my own doubts. The Physiotherapist was correct in her assessment and treatment. The benefits I received are that I am now pain free coupled with a vast improvement in mobility'.

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'I found it very reassuring to be able to just phone PRRT and get an appointment within a week. I was in a lot of pain when I made the appointment so it was a relief to be able to talk to a professional who took my history and symptoms and explained what she thought it was. Thanks to this physio and an injection that I had I feel a lot better. It's a great service!'

'The staff at clinical administration were excellent and the PRRT Physiotherapy service certainly helped me 100% when I was in need.'

'The treatments were very beneficial for me and great that I didn't have to travel too far.'

Links with the Ulster University at Jordanstown (UUJ)

The department continues to host one placement per year for a final year physiotherapy student. This allows us to maintain links with the UUJ and to share our knowledge and expertise.

DOJ

The department continues to offer support to the wider DOJ family providing treatment to serving officers through the PSNI's OHW Seapark Scheme, the Youth Justice Agency and the NI Policing Board. We are currently working with the Northern Ireland Prison Service in order to extend our services to their staff.

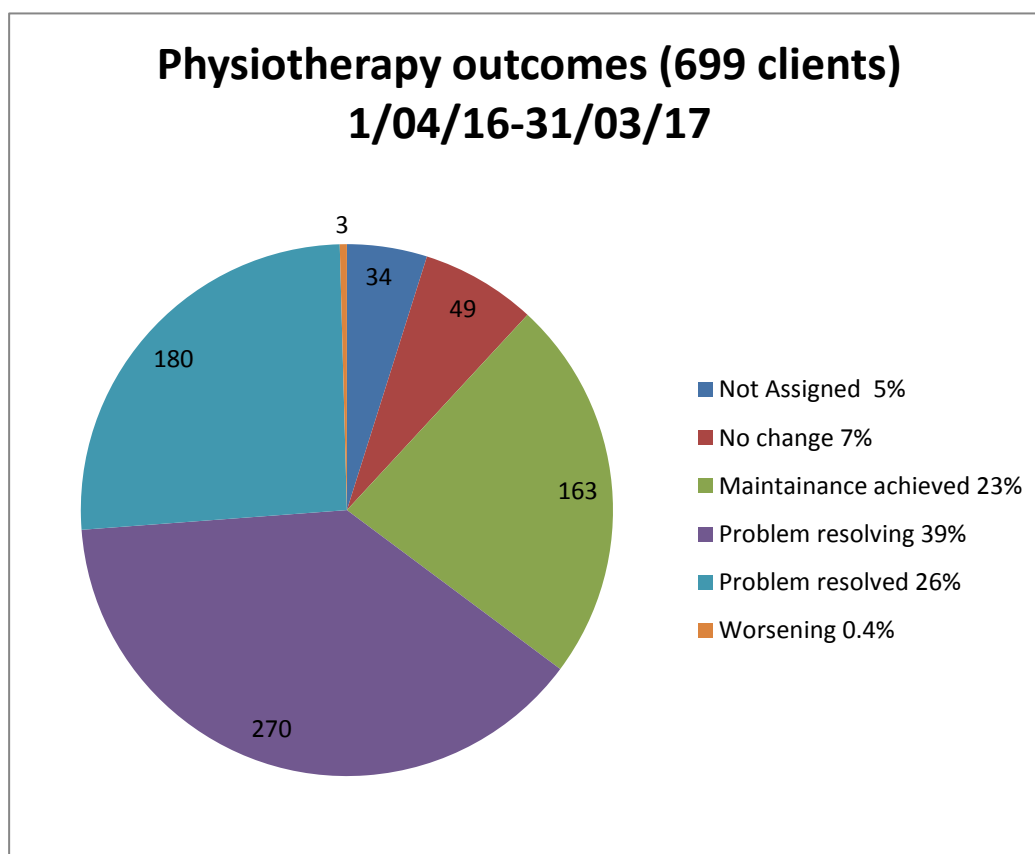
Physiotherapy Key Performance Measures – 2016-17

- A minimum target of 650 clients was set for 2016-17. The total new cases seen were 838, an increase of 5% on the previous year.
- The department had targeted to deliver 330 1:1 sessions per month; this was exceeded with an average of 360 per month being seen. This reflects the 11% increase in referrals to our regional providers, the budget was adjusted mid-year to facilitate this
- Specialist programs to improve long term condition management for a minimum of 500 group places per annum was set as a target. 939 group places were achieved
- Our target is to offer assessments to all clients within two weeks of referral. No client waited more than 2 weeks for assessment

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Healthcare Outcomes for 16-17

- **Problem Resolved** – Resolution of presenting signs, symptoms and achievement of treatment goals
- **Problem Resolving** - Significant decrease in presenting signs and symptoms and achievement of treatment goals. Full recovery is expected with ongoing exercise/compliance strategies
- **Maintenance Achieved** – This outcome is used where the treatment goals are not aimed at resolution of signs and symptoms but at the establishment of better self-management of long term chronic conditions and prevention of deterioration. While there may be subjective improvement and some increase in functional ability, significant or progressive objective improvement is not expected
- **No Change** – No progress has been made in achieving treatment goals. There is no change in signs and symptoms (generally results in onward referral)
- **Not assigned** - are those who did not complete their course of treatment, mainly those discharged for Could Not Attend /Did Not Attend and who did not complete their measures
- **Problem Worsening** – Client's signs and symptoms have deteriorated/worsened (results in onward referral for further investigations)



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Personal Development and Training

The Personal Development and Training Service continues to focus on assisting retiring and retired officers in building the confidence, self-belief, skills and knowledge to pursue an active retirement. To support clients in preparing for retirement the service focuses on 3 key strands, which are

- Career and Development Coaching
- In-House Training
- Training Support

The year has been marked by a continued demand for services across all three strands. A higher number of serving officers (67%) contacted PRRT for career and development coaching than retired officers (33%).

At Maryfield, the Citizens Advice Bureaux delivers an outreach service to assist clients with accessing support particularly with the completion of statutory benefit applications. This is particularly relevant to officers in the process of medical retirement and is well received.

The continued quality of the service delivered is reflected in its successful retention of the 'matrix' quality standard for information, advice guidance services and continued positive feedback from clients.

Work has continued on refining processes and procedures to create a more robust and effective service particularly in the area of administrative support. This has involved collaboration with other PRRT services to streamline current processes and the creation of a single services administrative hub.

Achievement of Quality Standard

In January 2017 the service was again successful in maintaining the 'matrix' Quality Standard for Information, Advice and Guidance Services following an audit of service provision by an external assessor. The 'matrix' standard has been held by the service for a period of nine years. The Assessor conducted interviews with clients, PRRT staff and partner organisations

Coaching and Development Sessions

Over the year a total of 441 clients engaged with service coaching staff to consider their options both pre and after retirement from the PSNI. This represents a slight decrease of 8% in the number engaging with the service in 2015/16. The number of sessions attended was 732; this is 5% decrease on previous year. Retired and serving officers can access the service in Belfast, Enniskillen and Coleraine.

In-House Training Courses

Accredited and non-accredited courses were delivered by the service at the Maryfield site. One new course, Planning for Retirement was introduced in 2016/17. Accredited training is available at Level 3 in Education and Training, Level 5 Coaching and Mentoring and European Computer Driving Licence (ECDL) training. Non-accredited training is available in business start-up, CV development and retirement planning. Average course occupancy was 86% in 2016/17. As with 2016/17 the Skills and Curriculum Vitae (CV) course remains popular and 10 courses were delivered.

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Training Support

Eligible clients have availed of financial assistance towards the cost of training and education opportunities with external providers; this support encourages clients to access courses focused on particular employment and active retirement opportunities. In 2016/17 288 applications were received.

Client Satisfaction Survey

A Client Satisfaction Questionnaire was introduced in 2016/17 to capture client experience of career and development coaching, 95% were either very satisfied (88.37%) or satisfied (6.98%) with the service.

'I feel prepared to move out of the Service and forward. Just to reiterate that the personal service through advice and guidance was superb.'

'On every occasion I have asked for help I have been met and dealt with professionally.'

'An excellent service.'

'I have more options than I thought This service would be best communicated prior to retiring or on retiring. This amazing support and service isn't promoted enough and often then it's by word of mouth.'

'I have been particularly impressed with the level of assistance and support provided to me in creating and updating my CV and other related online profiles, and completing job applications, often at short notice.'

A 100% satisfaction rate with the professionalism of the Career and Development Coach was noted. The experience was described as:

'Absolute first class. Genuine understanding of my requirements. Prompt service.'

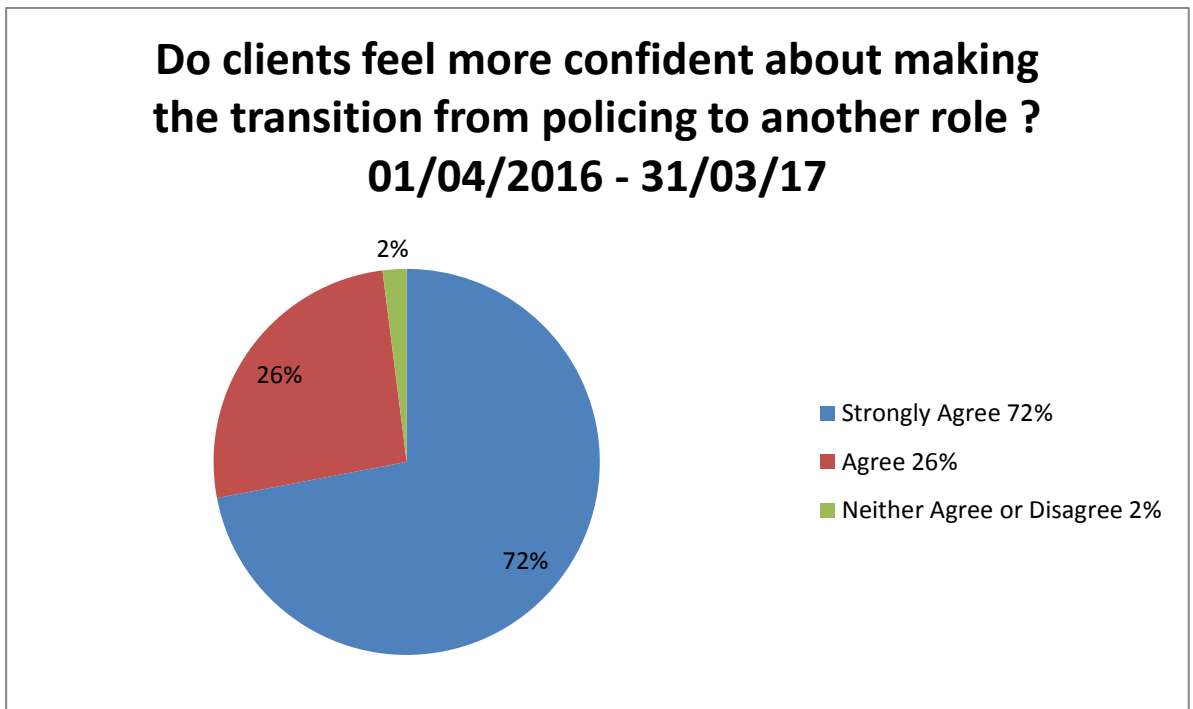
Continuing Professional Development (CPD)

The Career and Development Coaches continue to extend their knowledge and expertise and have attended workshops and masterclasses. One Coach successfully completed a training programme and is accredited to administer a psychometric test to build a profile of strengths, coping strategies and interpersonal approach.

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Personal Development and Training Key Performance Measures – 2016/17

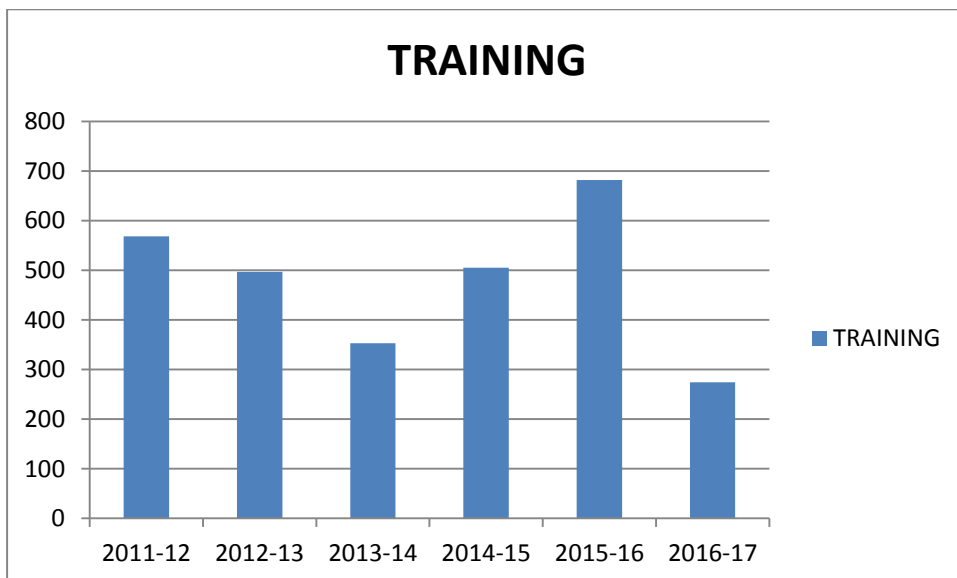
- Targets were set to deliver a minimum of one-to-one coaching sessions (personal and professional) to 400 new clients. The actual numbers of new clients was 441 (2015-16: 481).
- PD&T planned to deliver a minimum of 850 coaching sessions/contacts, actual delivery was 732 (2015-16: 772).
- Achieve a minimum 80% occupancy across all courses delivered in 2016/17, actual average occupancy is 86%
- Targets were set to maintain waiting time for new clients requiring development coaching sessions to a maximum of 14 days from contact, this was achieved.



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Client Throughput – 2012/13 to 2016/17

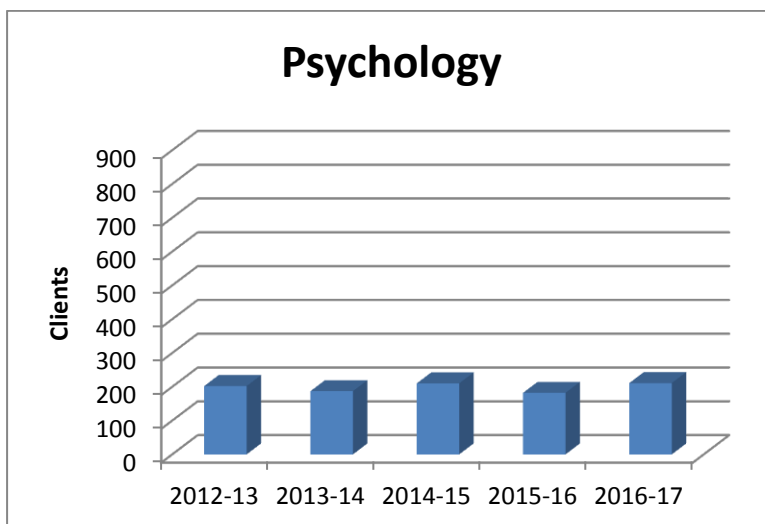
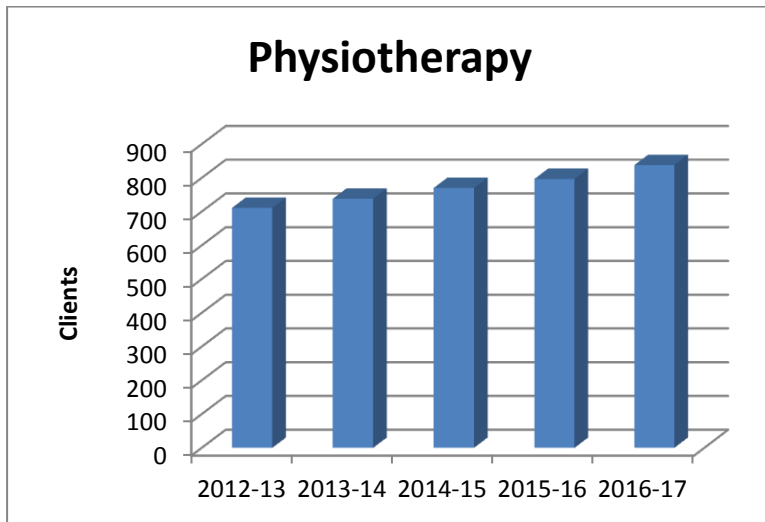
These figures are based on new clients per year.



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Client Throughput – 2012/13 to 2016/17

These figures are based on new clients per year.



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Financial Performance

Financial Position at the Year End

PRRT maintained a steady financial position at the year end, with a balance of £530,856 carried forward on the general reserve account. Sufficient funding is in place to support all expected activities in the coming year.

During the year, an additional £101,588 was invested in fixed and intangible assets to further improve the facilities and equipment available for client service delivery.

The financial results of PRRT operations in 2016-17 are set out in detail within the Financial Statements section.

In preparing the accounts, PRRT is required to observe the accounts direction issued by the DoJ, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis.

The Financial Statements have been prepared in accordance with International Financial Reporting Standards (IFRS) as adopted and interpreted by the 2016-17 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM comply with IFRS as adapted or interpreted for the public sector context.

Business Review Strategy

PRRT prepares annual Business Plans. Each area of responsibility monitors performance and reports regularly to the Senior Management Team (SMT) and, on a bi-monthly basis, to the Board on the achievement of targets. Details of PRRT activities for the year are provided in the Annual Report Departmental Reports.

Key Performance Indicators

Finance

- The target for producing month end Management accounts was within 5 working days; this target was achieved.
- Annual accounts, annual report and audit working files were reported within the targets set.
- Annual budgets were completed on a timely basis and to target against a backdrop of financial instability as the Department of Justice budget has yet to be confirmed.
- Any financial systems requiring updated was carried out during the period.
- Any internal and external audit points were addressed within target dates.
- Returns to DoJ are made within specified timescales.
- All payments where possible are processed within 30 days of receipt. The annual total was 92%.

Human Resources

- Review HR and implement strategy in accordance with targets set.
- To achieve:
 - 1.25% or less short term absence rate, actual 1.09%
 - 2.75% or less long term absence rate, actual 2.74%

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- 4% or less overall absence rate, actual 3.84%

Corporate Services

- A review of the IT risk management and accreditation documentation set took place.
- A review of the IT information systems and procedures took place to ensure that IT Security Health Check was successfully completed. A remediation plan is in place, further completion depends on the work of third parties.
- The business continuity and ICT contingency measures have been tested.
- Health & Safety meeting were held quarterly.
- Bi-annual governance meetings were held with Sponsor Branch.

Principal Risks and Uncertainties

PRRT continues to be funded by grant in aid from the DoJ. The PSNI FTR Severance Support Programme has been extended to the end of December 2017, via an SLA between PSNI and PRRT with DoJ having funding responsibility for this contract. DoJ allocated a budget of £46K during the January 2017 monitoring round to cover any costs of the FTR Severance programme.

One of the main risks that PRRT continues to deal with is that of financial instability. There has been a succession of short term one year budgets and the budget for 2017/18 not yet been agreed by the Executive at Stormont. This puts considerable pressure on the organisation and it is difficult to plan for the future. Within the constraints a budget has been agreed by the Board but it continues to present high level of risk.

During 2016/17 there was an increase in the risk to service delivery caused by the extended period of time that it now takes to obtain security clearance for any new staff or associates.

Budget and Resources

2016-17 Budget Position

During the course of the financial year, PRRT continued to demonstrate sound financial management despite 2% (£33K) budget reduction. The core budget for 2016/17 was £1,636K.

2017-18 Budget Position

The Northern Ireland Assembly was dissolved as from 26 January 2017 for an election which took place on 2 March, on which date Ministers also ceased to hold office. An Executive was not formed following the election within the period specified in the legislation. As a consequence, a Budget Act is not yet in place for 2017-18.

In the absence of a budget for 2017-18 determined by an Executive, Section 59 of the Northern Ireland Act 1998 and Section 7 of the Government Resources and Accounts Act (Northern Ireland) 2001 provide for the Permanent Secretary of the Department of Finance to issue cash to departments from the NI Consolidated Fund. These powers are an interim

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measure designed to ensure that services can be maintained until such times as a budget is agreed and a Budget Act passed.

Future Development

PRRT will continue to provide services to police clients and in particular to support the severance arrangements for FTR officers leaving PSNI. PRRT is also committed to sharing the expertise of our staff and clients with other organisations within the DoJ family.

During 2016/17 PRRT has worked with Police Federation for Northern Ireland in the development of training programmes promoting mental health well-being. We have developed new links with the Northern Ireland Prison Service where we will provide relevant services for Prison Officers.

Complaints Procedure

PRRT operates a three stage complaints procedure. All complaints will be investigated professionally and with the appropriate level of confidentiality. At times, the information may have to be shared with the individuals against whom the complaint has been made. The first stage is to try and seek resolution with the staff member concerned, failing this the matter moves to stage two where the Head of Department is required to investigate the incident. The final stage is escalation to the Chief Executive. Appeal may be made to the Chairman.

During 2016-17 PRRT received 0 complaints (2015-16: 1).

Prompt Payment Practice

PRRT is committed to the prompt payment of bills for goods and services received in accordance with the Confederation of British Industry's Prompt Payers Code and Government accounting rules. Unless otherwise stated in the contract, payment is made no later than 10 working days from the presentation of a valid invoice or similar demand which has been appropriately authorised for payment. If invoices are not appropriately approved payment may be slightly delayed. During 2016-17, 52% of invoices were paid within 10 days and 92% were paid within 30 days, the average number of days to pay all invoices was 13 days.

Sustainability and Environmental Matters

PRRT, despite its small scale, is concerned to ensure that it minimises its environmental impact and is committed to continuing its drive on sustainable development by promoting and maintaining a positive and inclusive culture amongst staff and stakeholders. PRRT recycles paper, plastic, cardboard and cans, which has significantly reduced the amount of waste that is disposed of to landfill. Where possible we use energy efficient lighting.

Eddie Gaw
Chief Executive



Date: 12 June 2017

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Accountability Report

Corporate Governance Report

Directors Report

The Directors of PRRT who served during the year were as follows:

Mr Ken Millar (Chairman)
Mrs Brenda Maitland
Mr Oliver Wilkinson
Mr Mark Lindsay
Mr Marty Whittle (retired 24/03/17)
Mr Maynard Mawhinney
Ms Pauline Shields (retired 27/09/16)
Mr Simon Walls (appointed 24/01/17)

Re-appointment and retirement of Directors

All Board appointments are made in line with the Commissioner for Public Appointments for Northern Ireland's Code of Practice and are appointed by the Minister for Justice.

Register of Interests of Board Members

Directors are required to register all interests, direct or indirect, which members of the public might reasonably think could influence their judgement. This register is open to view by the public. Any significant interests are detailed below:

Related Party Transactions

These are detailed out in Note 14 of the financial statements.

Data Handling

Personal data includes any information which links one or more identifiable living person with information about them which, if released, would put them at significant risk of harm or distress, any source of information about 1,000 or more identifiable individuals, or other information sourced from the public domain. Given the background of the clients who attend PRRT there are considerable resources put into ensuring any risk related with data handling is mitigated as far as possible. There were no data breaches during the year.

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Statement of Accounting Officer's Responsibilities

Under paragraph 9 of statutory regulations, 2014 No. 163 – Police, the Police Rehabilitation and Retraining Trust is required to prepare a financial statement of accounts for each financial year in the form and on the basis directed by the DoJ. In preparing the accounts PRRT is required to:

- Follow the accounts direction issued by the DoJ, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Give a true and fair view of the state of affairs at 31 March 2017 and subsequent financial year-ends, and of the income and expenditure, changes in taxpayers' equity and cash flows for the financial year then ended;
- Provide disclosure of any material expenditure or income that has not been applied to the purposes intended by the NI Assembly or material transactions that have not conformed to the authorities which govern them;
- Comply with the requirements of the FReM that will be necessary for the accounts to give a true and fair view. Any material departure from the FReM will be discussed with the DoJ and Department of Finance (formerly Department of Finance and Personnel).

The DoJ has designated the Chief Executive as Accounting Officer of PRRT.

The responsibilities of an Accounting Officer includes responsibility for the propriety and regularity of public finances, for keeping proper records and for safeguarding PRRT's assets, which are set out in Chapter 3 of Managing Public Money Northern Ireland.

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Governance Statement

Scope of Responsibility

PRRT as its own entity was established in 1999 to provide members of the RUC / PSNI and their families with assessment, treatment, training, and support prior to and following cessation of their service. PRRT was formed in the wake of the fundamental review of policing which was initiated in 1994 following a survey of police clients which identified the need to provide healthcare and careers based services for them and their families in a secure environment. The purpose of PRRT therefore is to enable retired or retiring police clients to achieve and sustain a successful transition into civilian life by providing personal and careers advice and guidance, psychological and physiotherapy therapies and services, education, training and employment support. PRRT also provides a support service to serving officers. PRRT as an “internal provider” can offer its services to the wider DoJ family in line with the current public procurement framework.

Founding legislation for PRRT was passed during 2014/15, by way of the Financial Provisions Act (NI) 2014. The associated Statutory Regulations were laid on 11 June 2014, and came into effect on 10 July 2014.

PRRT Ltd was dissolved on 10 November 2015. PRRT body corporate was formed from 1 April 2015.

PRRT Corporate Objectives are:

1. To assist clients in managing the transition from police to civilian life through the provision of personal development, careers advice and guidance, training and education, employment support and psychological and physical therapies;
2. To provide these same services (whether directly or on a sub-contracted basis) to non-police bodies within, or funded by, the DoJ.

As Accounting Officer for PRRT, I have responsibility for maintaining a sound system of internal controls that supports the achievement of PRRT policies, aims and objectives as set out in the annual Business Plan and agreed with the DoJ, whilst safeguarding the public funds and assets for which I am personally responsible in accordance with responsibilities assigned to me in MPMNI. This includes the effective management of financial and non-financial resources, as set out in good management practice as well as specific guidelines or instructions issued by the DoJ.

During the financial year 2016-17 I was directly accountable to the Accounting Officer of the DoJ. The responsibilities of an Accounting Officer are set out in Chapter 3 of MPMNI.

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The Purpose of the Governance Framework

The term Corporate Governance describes the way in which organisations are directed and controlled. The purpose of a Corporate Governance framework is to facilitate accountability and responsibility for the effective and efficient delivery of an organisations statutory responsibilities or aims and objectives. The Corporate Governance framework provides for the arrangements to ensure that the Trust delivers on its objectives and that it does so in accordance with the requirements placed on all publicly funded bodies regarding the stewardship of resources.

The governance framework comprises the systems, processes and service values by which PRRT is controlled and directed. This enables PRRT to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate and cost effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot 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 on-going process designed to identify and prioritise the risks to the achievement of organisational policies, aims and objectives, to evaluate the likelihood of risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The governance framework has been in place at PRRT during the year ended 31 March 2017 and up to the date of approval of the Annual Report and Accounts and accords with the guidance contained within MPMNI.

Governance Framework

PRRT recognises the importance of appropriate governance and oversight and has the appropriate organisational structure and supporting robust systems in place to ensure effective governance.

There are a number of key organisational roles and structures defined within the corporate governance arrangements – these are the Board of Directors, the Chief Executive as Accounting Officer, the Senior Management Team (SMT) and the Audit and Risk Committee.

The Board

The Board is responsible for setting policy, approving the business strategy, agreeing the operating budget, and overseeing corporate governance. The Chairman is responsible to the Minister of the DoJ. The Chairman is responsible for ensuring that PRRT's policies and actions support the wider strategic policies of the Department and that PRRT affairs are conducted with probity.

The Chairman shares corporate responsibilities with other Board members, in particular ensuring that PRRT fulfils the aims and objectives as agreed with the DoJ and approved by the Minister.

Governance is delivered through the following Board structures:

- Board meetings
- Audit and Risk Committee meetings (a minimum of four meetings per annum)

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The attendance of the Directors at the Board and Committee meetings for the year are as follows:

Attendees	Board Meetings			Audit and Risk Meetings		
	No of meetings	Attended	% Attendance	No of meetings	Attended	% Attendance
Ken Millar	9	9	100%			
Brenda Maitland	9	7	78%	4	3	75%
Maynard Mawhinney	9	8	89%			
Oliver Wilkinson	9	8	89%	4	3	75%
Mark Lindsay	9	5	56%	4	2	50%
Marty Whittle #	9	6	67%			
Pauline Shields *	5	3	60%			
Simon Walls ~	1	1	100%			

Marty Whittle resigned 24/03/17

*Pauline Shields resigned 27/09/16

~Simon Walls was appointed 24/01/17

The Chief Executive, as Accounting Officer

As Chief Executive, I have been designated as Accounting Officer for PRRT by the Departmental Accounting Officer of the DoJ and I am personally responsible for safeguarding the public funds for which I have charge and for ensuring the propriety and regularity in the handling of these public funds and for the day to day operations and management of PRRT. I am also responsible for ensuring the effective and efficient achievement of the objectives and targets set out in the annual Business Plan in support of PRRT strategic direction. As the Chief Executive, I am responsible to the Board for executing its policy, providing leadership, stakeholder management, and clinical and corporate governance. I manage the services with a dedicated SMT accountable to me.

The Senior Management Team (SMT)

The SMT supports the Board and me, as Chief Executive, by providing collective leadership and taking ownership of PRRT performance. The SMT oversees how PRRT plans, sets, communicates and monitors its corporate objectives. The Business Planning system incorporates the key PRRT objectives and the associated targets required to meet those objectives. The SMT reports on these targets formally on a monthly basis to me and I in turn report to the Board / Committees.

PRRT has developed systems of internal controls and risk management in line with best practice guidelines. Senior managers have the appropriate and relevant professional skills and competences to provide the assurance that these controls are operating efficiently and effectively.

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The Audit and Risk Committee

As Accounting Officer, I am supported in my role by the Audit and Risk Committee. The Audit and Risk Committee comprises a Non-Executive Independent Chairman, a number of other Directors, together with observers from Sponsor Branch and internal and external audit.

The Chair, along with other Board Members on the Committee, are remunerated for their overall role as Directors of the Board, with the exception of the three statutory representatives who are not remunerated. Audit and Risk Committee meetings are convened as required, with at least 4 being held on an annual basis; both the Chief Executive and the Head of Finance and Shared Services normally attend each meeting. The Audit and Risk Committee has an established Terms of Reference. The responsibilities of the Audit and Risk Committee include advising the Accounting Officer on the strategic processes for risk, control and governance within PRRT.

A key factor in good governance is the work of external and internal audit which helps inform management in terms of the identification of weaknesses which may indicate the existence of unknown risks. Audit also ensures that controls in place to manage known risks are operating effectively.

Internal Audit

The Internal Audit work programme is set within a strategic internal audit plan which is designed to give assurance to the Accounting Officer on the effectiveness and efficiency of the operation of the key systems and controls which have been put in place. The Audit Committee approves an Audit Plan on an annual basis and considers the adequacy of the management responses to findings and recommendations contained in audits carried out. The Head of Internal Audit also produces an annual Assurance Report which provides assurances to me as Accounting Officer as to the effectiveness of the organisation's overall systems of control. DoJ Internal Audit provided the Internal Audit Service for PRRT for the year ended 31 March 2017.

External Audit

The External Auditor of PRRT for 2016-17 is the Northern Ireland Audit Office (NIAO). They undertook an audit of the financial statements of PRRT and provided a Certificate for inclusion in the Annual Report and Accounts. The External Auditor also provides a Report to those Charged with Governance on an annual basis which makes recommendations where matters have come to the attention of the External Auditor during the course of their audit.

Sponsor Branch (DoJ)

PRRT operates under a Management Statement / Financial Memorandum (MSFM) with the DoJ. The MSFM sets out the broad framework within which PRRT operates. As part of the sponsorship arrangements, I meet formally on a bi-annual basis with the Head of the Sponsor Branch within the DoJ to discuss PRRT performance against the objectives and targets set out in the annual Business Plan. In addition there are two desk reviews held during the year. Sponsor Branch are available in the intervening period if the need arises.

The DoJ is provided with the minutes of Board and Committee meetings and is copied into financial reports and annual accounts. A Departmental representative attends the Audit Committee meetings in an observer capacity. As an Executive NDPB of the DoJ, PRRT complies with the '*Corporate Governance in Central Government Departments: Code of Good Practice*' to the extent that it is meaningful and relevant to do so.

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Risk Management and Internal Control

A Risk Policy Framework is in place explaining the underlying approach to risk management and documenting the roles and responsibilities of the Chief Executive, Board and senior managers.

The Corporate Risk Register (CRR) continued to focus on the corporate risks to PRRT - a number of these were amended due to on-going developments throughout the year. The CRR is reviewed by the Risk Manager, the CEO, on a monthly basis. Any significant movements in risk or changes introduced which will impact on risks are reported to the Audit and Risk Committee, who in turn report to the Board. The review of risk management is a standing item on the Audit and Risk Committee agenda and risk is formally reviewed by the full Board in April and October. SMT team reviews the corporate risk register on a monthly basis.

The Corporate Risk Register will be reviewed during 2017-18, as set out above, and will be informed by internal organisation and wider environmental scanning. This approach ensures:

- the consistent identification, assessment and prioritisation of risk with clear assignment of accountability for management;
- the implementation of measures to treat the risk;
- the appropriate escalation, monitoring and reporting to ensure information on risks, controls and progress of planned actions are made available on a timely basis;
- that managers provide appropriate assurance that risk management responsibility and processes have been discharged and that risks are being managed as intended.

The Audit and Risk Committee is responsible for monitoring PRRT risk management and internal controls on a regular basis and met regularly during the year. This Committee receives reports from internal and external audit and, in addition, reports presented from the CEO on the risk management process.

Risk management is incorporated into the corporate business planning and decision making processes of the organisation which provides increased assurance that significant risks will be identified, evaluated and appropriately controlled in the organisation.

A system of Horizon Scanning has been developed which enhances and supports the risk management process in trying to give foresight and warning to situations and challenges that may arise in the near future. The process is used to provide value-added information to support decision making.

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Review of Effectiveness

As Accounting Officer, I have responsibility for conducting, at least annually, a review of the effectiveness of PRRT governance framework including the system of internal control. The review of the effectiveness is informed by the work of the SMT who have responsibility for the development and maintenance of the governance environment, the Audit and Risk Committee's annual report and also by comments made by the External Auditors, the Internal Auditors and other review agencies of the system of internal control.

The Internal Audit review for 2016-17 provided the following assurance levels for the areas audited:

Area	Level of Assurance
PRRT HR Support Systems	Satisfactory
PRRT Finance Support Systems	Satisfactory
PRRT Corporate Governance	Satisfactory

The overall opinion issued by the Internal Auditors was "Satisfactory" and the report concluded that *"A robust and comprehensive framework of assurance exists in PRRT"*.

An audit implementation schedule is put in place, if required, and is reviewed at SMT and at Audit and Risk Committee meetings on a regular basis.

Internal Audit Providers

The internal audit provision is provided by the DoJ Internal Audit team. This is governed by a Service Level Agreement and complies with Public Sector Internal Audit Standards (PSIAS).

External Audit

PRRT is audited by the Northern Ireland Audit Office (NIAO).

Information Assurance

There are increasing challenges year on year in the area of information assurance, particularly in light of ongoing information assurance failures within the wider public sector over the past number of years. In response to this, data handling and information security has been considered and managed as a separate risk within the organisational risk register. There have been no data breaches during the year. Information Assurance accreditation was awarded during the year up until 31 January 2020. During the current period there was substantial new equipment installed and we opted to have the system re-accredited. All the work on this has been completed pending a remediation plan of work which depends on third party actions. This is due for completion in early 2017/18.

My review of the effectiveness of PRRT's system of internal control is therefore informed by:

- The work of the Internal Auditors: during the year DoJ Internal Audit team provided an internal audit service in accordance with the standards defined in the Government Internal Audit Manual. They submitted regular reports together with recommendations for improvement.
- Audit and Risk Committee: ensures that PRRT is meeting its key objectives and targets as set out in the Business Plan.

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- SMT: the SMT meets on a weekly basis and reviews the on-going operation of PRRT. Monthly standing item on Finance, Business Planning, Risk Management and Audit inform me on a timely basis of the effectiveness of the system of internal control.
- Bi-annual governance meetings with DoJ Sponsor Branch representatives.
- Comments made by External Auditor in the Report to those charged with Governance.
- Completed Board evaluation questionnaire, issued by the National Audit Office (NAO).
- Completed Audit Committee evaluation questionnaire entitled “*Audit Committee Best Practice Checklist – Short Version*” issued by DoJ Internal Auditors.

Significant Internal Control Issues Identified

Internal Audit

No significant internal control issues identified.

External Audit

No significant internal control issues identified.

PRRT Financial Statements for 2016-17 have been audited by the Northern Ireland Audit Office.

The audit of the financial statements for 2016-17 resulted in an audit fee which is estimated at £10,920 and is included in the other expenditure in the Statement of Comprehensive Net Expenditure. During the year the auditors did not provide any non-audit services.

Disclosure of Audit Information

The Chief Executive is the Accounting Officer. So far as the Accounting Officer is aware, there is no relevant audit information of which the auditors are unaware. The Accounting Officer has taken all the steps that he ought to have taken to make himself aware of any relevant audit information and to establish that the auditors are aware of that information.

Accounting Officer Statement on Assurance

In providing my statement on assurance I am informed by assurance given to me from a range of sources. These include the Annual Internal Audit Assurance Report which encompasses the satisfactory assurance in relation to risk management and corporate governance, the Audit and Risk Committee Annual Report and the system of risk management within PRRT. I consider that the overall system of controls, governance and risk management are adequate and operate effectively to provide satisfactory assurance to me in relation to the ability of PRRT to effectively and efficiently meet its objectives.

Eddie Gaw
Accounting Officer

Date: 12 June 2017

THE POLICE REHABILITATION AND RETRAINING TRUST

Remuneration and Staff report

Remuneration Policy

The remuneration of senior staff is the responsibility of the Chief Executive, Heads of Department and the Human Resources Manager. PRRT staff are not civil servants and are remunerated in line with external salary scales appropriate to their role and professional background.

Service Contracts

PRRT appointments are made in accordance with PRRT Recruitment Policy, which requires appointment to be on merit on the basis of fair and open competition. Appointments may be made from internal and external pools depending on the nature of the post.

Directors are non-executive and are appointed by the DoJ Minister for a fixed period.

Salary and pension entitlements

Clinical staff are aligned to the National Health Service (NHS) scales, other staff are on National Joint Council (NJC) scales and one staff member's pay assimilates the Northern Ireland Civil Service (NICS) scales. PRRT is not involved in pay negotiations but follow nationally negotiated pay agreements.

In May 2016 the NJC scales were provided for 1 April 2016 and 1 April 2017. The new rates applied from point 18 onwards reflect a 1% increase. Points 17 and below reflect a higher percentage increase ensuring compliance with the National Living Wage.

The NHS pay agreement was notified by a Department of Health notice in October 2016. The Health Minister accepted a 1% increase to all pay points from 1 April 2016 which is consolidated.

The NICS pay agreement was a one year pay agreement payable from 1 August 2016. This was notified on 1st December 2016. It applied to all pay points on the NICS pay scales from minimum to maximum to be revalorised by 1%. Progression to the pay scale maxima will be fully consolidated and pensionable.

All remuneration, incremental and cost of living increases are subject to Department of Finance (DoF) pay remit processes. PRRT submit the pay remits to DOJ for approval. The pay remits are then passed to DoF for final approval.

Both the NJC and NHS pay remits have been approved by the Department of Justice Minister prior to the Assembly dissolving in March 2017. However the pay remits have not been approved by the Department of Finance Minister and therefore these have yet to be paid out.

The NICS pay remit has been fully approved and paid out.

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In reaching its recommendations for the payment of staff PRRT has regard to the following considerations:

- the need to recruit, retain and motivate suitably able and qualified people to exercise their different responsibilities;
- regional/local variations in labour markets and the effects on the recruitment and retention of staff;
- the funds available to PRRT as set out in the DoJ's agreed expenditure limits;
- the appropriate sections of PRRT Management Statement and Financial Memorandum (MSFM).

PRRT will also take account of the evidence it receives about wider economic considerations and the affordability of its recommendations. Staff performance is appraised by line managers against agreed objectives and targets. PRRT employees do not receive bonuses.

The following sections provide details of the remuneration and pension interests of the Directors and senior officials of PRRT.

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Salary

'Salary' includes gross salary, overtime and any other allowance to the extent that it is subject to UK taxation. This report is based on payments made by PRRT.

Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by the HMRC as a taxable emolument.

Pension Liabilities

PRRT operates a defined contribution pension scheme which is outlined in note 1 of the Financial Statements and the Remuneration Report. Details of pension costs are set out below in the Remuneration Report.

List of Directors/Senior Staff and Remuneration– AUDITED INFORMATION

	2016-17		2015-16	
Officials	Salary £'000	Benefits in kind (to nearest £100)	Salary £'000	Benefits in kind (to nearest £100)
Mr K Millar - Director	5 – 10	-	5 - 10	-
Mrs B Maitland - Director	0 - 5	-	0 - 5	-
Mr O Wilkinson - Director	0 - 5	-	0 - 5	-
Mr M Mawhinney - Director	0 - 5	-	0 - 5	-
Ms Pauline Shields – Director	-	-	-	-
Mr Marty Whittle - Director	-	-	-	-
Mr Mark Lindsay - Director	-	-	-	-
Mr E Gaw - Chief Executive	60 - 65	-	60 - 65	-

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Pay Multiples – AUDITED INFORMATION

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce.

The banded remuneration of the highest-paid official (see previous table) in the financial year 2016-17 was £63,500 (2015-16: £63,000). This was 2.31 times (2015-16: 1.94) the median remuneration of the workforce, which was £27,500 (2015-16: £32,500). In 2016-17, 1 (2015-16: 1) employee received remuneration in excess of the highest paid official. Remuneration ranged from £5,000 to £70,000 (2015-16: £5,000 to £70,000).

Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind as well as severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

Pensions of Senior Management – AUDITED INFORMATION

Officials	Accrued pension at age 60 as at 31/3/17 and related lump sum	Real increase in pension and related lump sum at age 60	CETV at 31/3/17	CETV at 31/3/17	Real increase in CETV	Employer contribution to partnership pension account
	£'000	£'000	£'000	£'000	£'000	Nearest £100
<i>Chief Executive E Gaw</i>	-	-	-	-	-	£10,000

Directors have no pension entitlement from PRRT. For PRRT employees, a stakeholder pension arrangement is in place. The employer makes a basic contribution of 6% of basic salary into a personal pension plan, for the majority of employees, with the exception of the Chief Executive. Employees may also make personal contributions.

Redundancy

During the year, 6 (2015-16: 0) staff members were made redundant under the Voluntary Exit Scheme (VES). Under this scheme the staff members were entitled to enhanced redundancy packages. In the event of staff being made compulsorily redundant PRRT follows the statutory rules and guidelines and redundancy payments are made in accordance with statutory entitlements. Staff members made compulsorily redundant do not receive an enhanced exit package. The table below shows this information with comparative figures for the previous year.

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Reporting of compensation and exit packages for all staff 2016-17 (2015-16)

Exit package cost band	Number of compulsory redundancies		Number of other departures agreed		Total number of exit packages by cost band	
	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16
<£10,000	0	-	1	-	1	-
£10,000-£25,000	0	-	2	-	2	-
£25,000-£50,000	0	-	3	-	3	-
£50,000-£100,000	0	-	-	-	-	-
£100,000-£150,000	0	-	-	-	-	-
£150,000-£200,000	0	-	-	-	-	-
Total number of exit packages	0	0	6	0	6	0
Total Cost £	0	0	132,447	0	132,447	0

Staff Report

The staff breakdown for PRRT at 31 March 2017 analysed by category was as follows:

	2017	2016
Physiotherapy	5	5
Psychology	6	6
Clinical Administration	2	4
Personal Development & Training	4	6
Management and admin	4	4
Corporate Services	2	1
Finance	3	4
Maintenance	-	1
Housekeeping	3	3

The majority of staff were considered to be permanently employed at the year end.

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Particulars of employees

The average number of persons employed by PRRT during the financial year, including the Directors, amounted to 38 (2016: 40). The majority of staff were considered to be permanently employed at the year end.

The aggregate payroll costs of the above were:

	Permanently employed staff	Other - agency staff	2017 £ Total	2016 £ Total
Wages and salaries	1,072,722	6,134	1,078,856	997,616
Social Security costs	86,792	-	86,792	97,090
Other Pension costs	59,881	-	59,881	66,362
	1,219,395	6,134	1,225,529	1,161,068

Directors' remuneration

The Directors' aggregate remuneration in respect of qualifying services was:

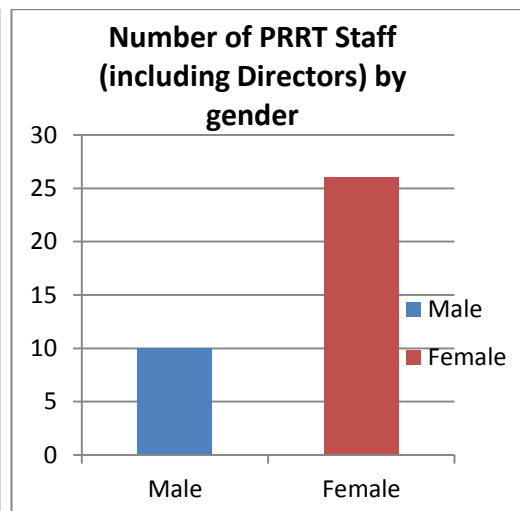
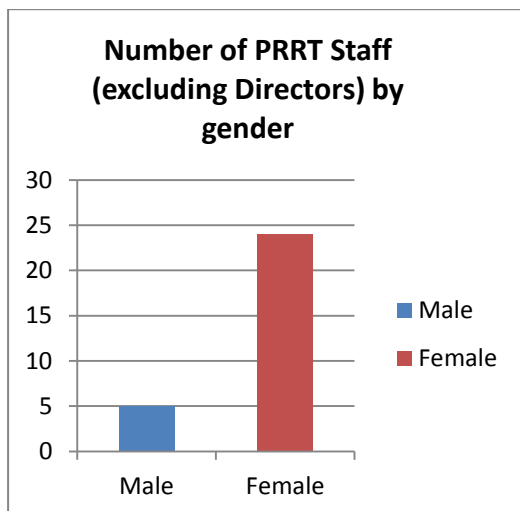
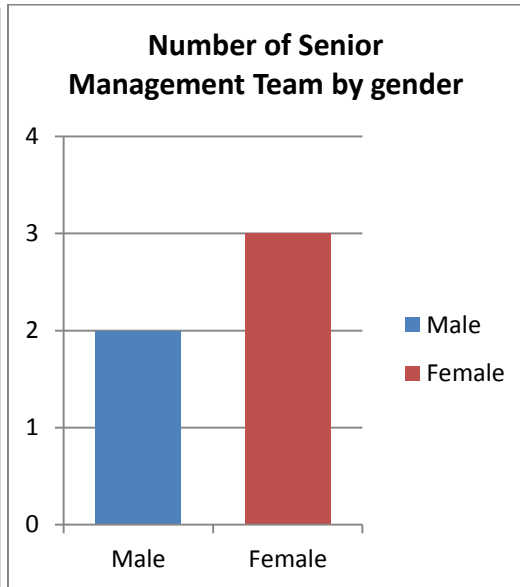
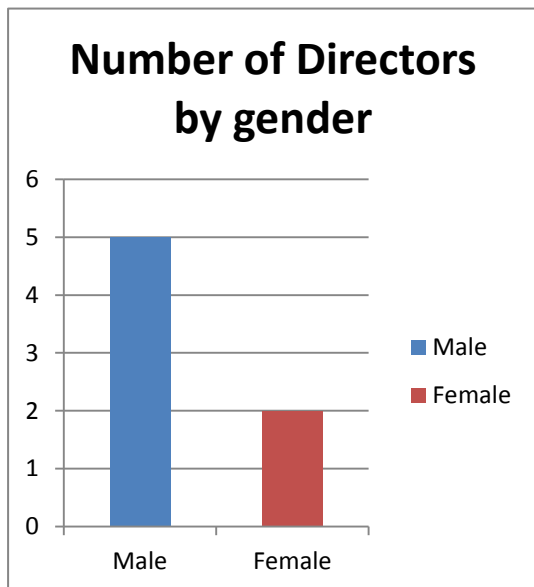
	2017 £	2016 £
Remuneration receivable	<u>26,606</u>	<u>27,068</u>

Staff composition

The key resource within PRRT is the staff it employs. Expenditure on staffing represents the largest area of spend by PRRT. Expenditure on staff during the year was £1,226k (2015-16: £1,161k). Staff numbers fell from 38 in 2015-16 to 33 at the end of March 2017 due to the restructuring under the Voluntary Exit Scheme.

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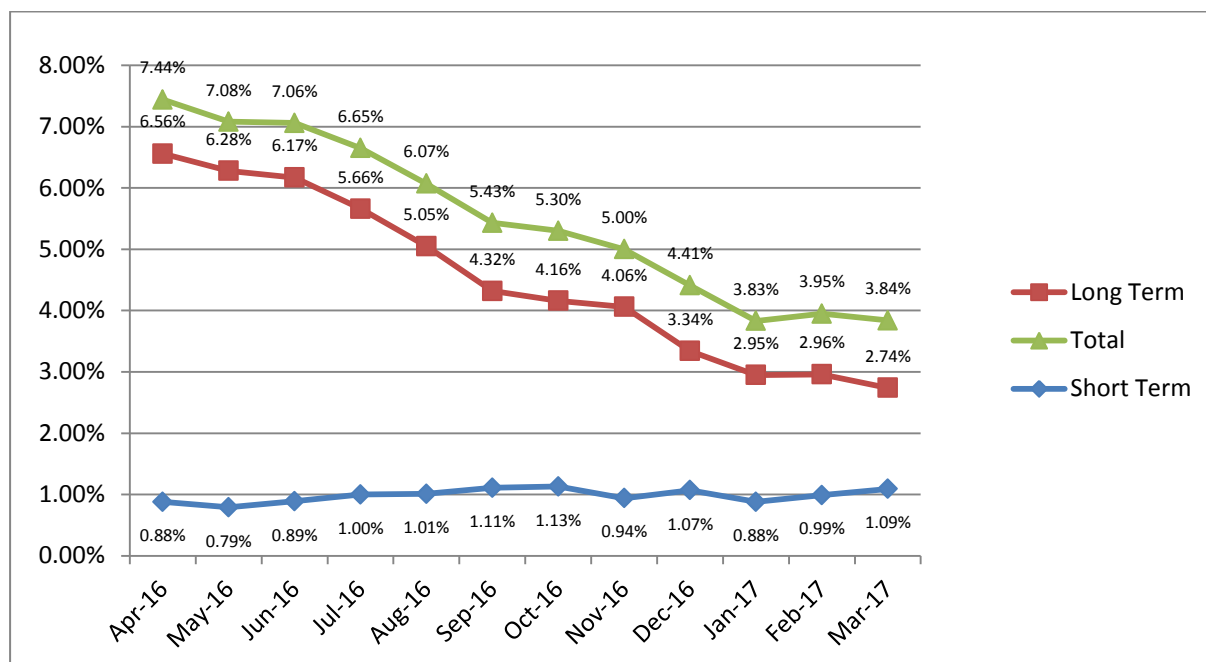
Staffing at the end of year can be split by gender as detailed below:



THE POLICE REHABILITATION AND RETRAINING TRUST

Absence Data

Rolling 12 Month Period April 2016 – March 2017



PRRT's long-term absence figure is 2.74% (2016: 6.85%), falls below our target for long term absence of 2.75%. This level of long-term absence has, in turn, impacted on PRRT's overall sickness absence percentage, with a total of 3.84% (2016: 7.78%) (against a target of 4% for the 16/17 financial year).

PRRT short term absence is 1.09% (2016: 0.92%) over the course of the year and this falls below our target of 1.25%.

All our absences are closely managed (and will continue to be managed) in accordance with our Attendance Policy and in line with best practice. As per PRRT's Attendance Policy the following mechanisms are in place and actively utilised to ensure that sickness absence is managed in an effective manner:

- Regular contact is kept with members of staff who are off sick.
- Formal absence meetings are organised with those who are off sick long term and for those with persistent short term absence that meet PRRT's absence trigger levels.
- As appropriate, advice is sought from Occupational Health.
- Reasonable adjustments/support that can be provided to facilitate a return to work are always considered to support staff and to ensure that absence is managed as effectively as possible.
- Return to work meetings take place with all staff for all periods of sickness absence.

Looking to next year we will of course aim to maintain or improve our levels of absence, keeping our 4% target and our long-term and short term absence targets of 2.75% and 1.25% respectively.

THE POLICE REHABILITATION AND RETRAINING TRUST

Off Payroll Appointments

PRRT had no off payroll appointments during the period or in the comparative period.

Employment of Disabled Persons

PRRT aims to ensure that people with a disability suffer no detriment in recruitment and advancement and that its policies and practices comply with the requirements of the Disability Discrimination Act 1995 and Disability Discrimination (Amendment) Regulations 2003. The consideration and implementation of reasonable adjustments help to ensure that staff with disabilities can fully utilise their skills and abilities.

Equal Opportunities and Diversity

The policy of PRRT is that all eligible persons shall have equal opportunity for employment and advancement on the basis of their ability, qualifications and aptitude for work. Under the policy, no person must be treated less favourably, in any respect of his/her employment, for a reason related to gender, marital status, religious belief, political opinion, disability, colour, race, ethnic or national origin, age, sexual orientation and having dependants, which should be irrelevant to the treatment or assessment of that individual.

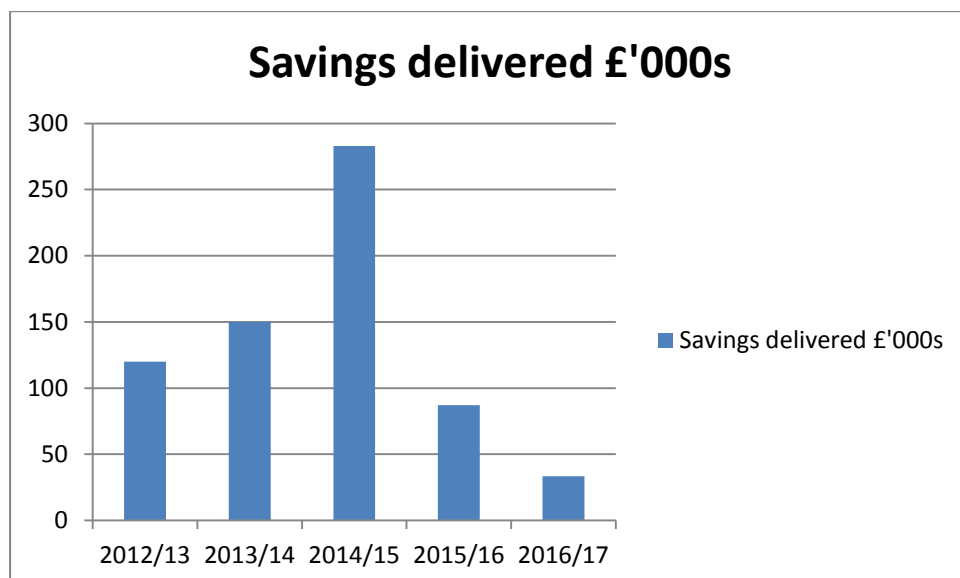
PRRT is an Equal Opportunity employer and is fully committed to the elimination of all forms of harassment and bullying, discrimination and victimisation. PRRT recognises the legal obligations under which it operates and ensures working relationships are based on mutual trust, respect and understanding. This allows the maximum potential to be made of the wide variety of skills, abilities and attributes available within the Trust.

THE POLICE REHABILITATION AND RETRAINING TRUST

Accountability and Audit Report

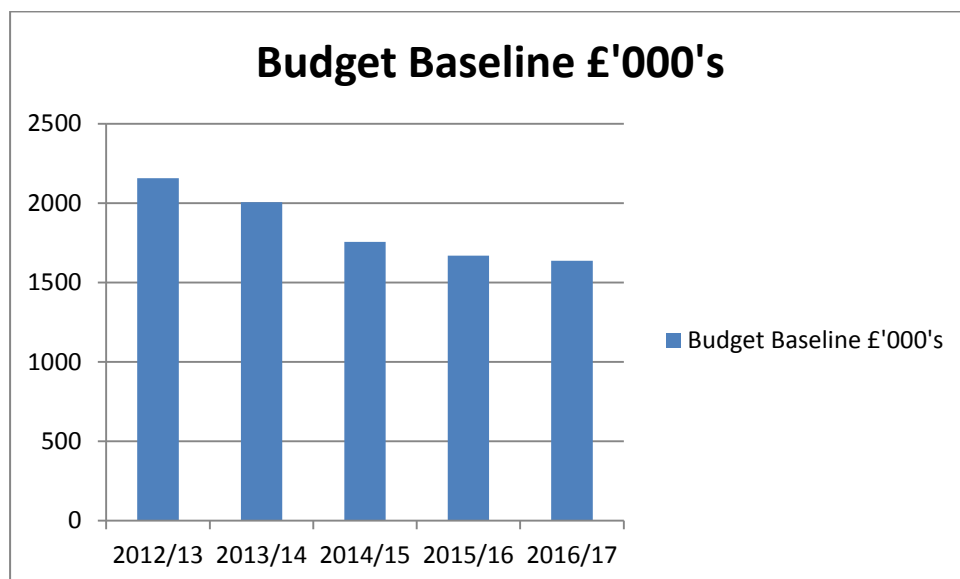
Long term expenditure trends:

- **Chart 1:** shows the budget for the period Budget 2013-17. PRRT over this period suffered a budget cut of £640K. The largest cut was during the 2014/15 year when PRRT suffered a £283K budget reduction. The lack of stability regarding the budget and the unforeseen in year cuts causes huge uncertainty in a relatively small organisation such as PRRT. So far we have been able to protect front line service by restricting the budget cuts to administration, management and general running costs of PRRT. During the year PRRT ran a Voluntary Exit Scheme in order to restructure and use our limited resources more efficiently. Going forward services could not remain untouched if further cuts were to be necessary.

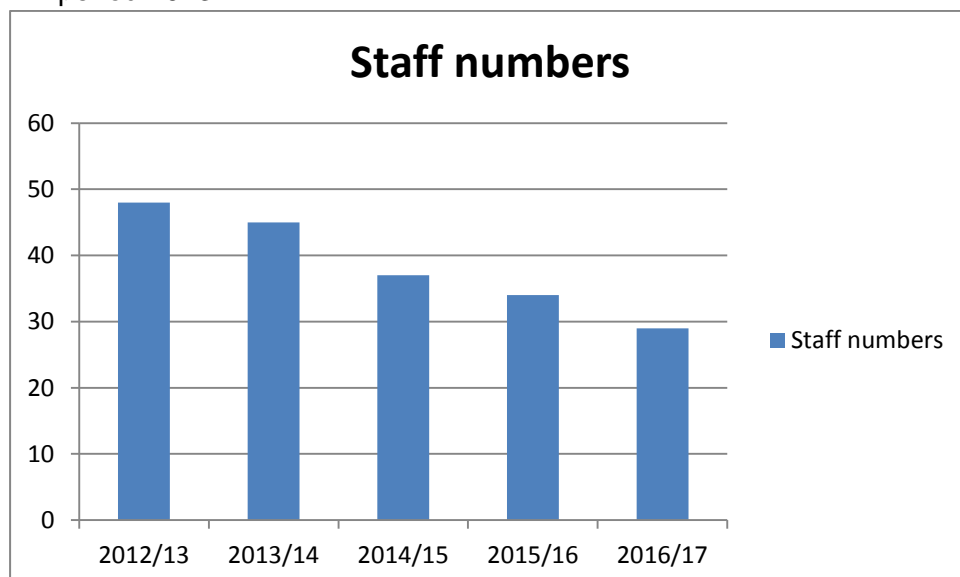


THE POLICE REHABILITATION AND RETRAINING TRUST

- **Chart 2:** shows the budget for the period 2013-17. Over this period PRRT's budget dropped from a baseline of £2,156,000 to £1,636,000 a budget reduction of 24%.



- **Chart 3:** shows PRRT staffing levels which fell from 48 down to 29 employees over the period 2013-17.



The past 5 years have been a period of change and relative unstable time for PRRT and its staff. Planning for the future had been overtaken by managing budgets on a year to year basis and constant restructuring.

On a more positive note PRRT is now a body corporate, legislation was passed in 2014 putting PRRT on a legal footing and after many years of negotiation a new lease is in place and a capital budget has been allocated to PRRT budget. These positive moves encourage PRRT to plan for a stable future where clients are to the forefront.

THE POLICE REHABILITATION AND RETRAINING TRUST

The demand for PRRT services has been steady and indeed increasing over the past number of years, we anticipate that this demand will remain for the foreseeable future. PRRT, therefore need to base future service delivery on a secure budget over the next 3-4 years. Due to the legacy of the recent years' budget cuts, PRRT has concentrated its resources on the provision of front line services. Any future cuts to PRRT budgets will therefore have a negative impact on the delivery of these services.

It is anticipated that the next budget period will be for a one year period. At present no specific guidance has been received on timescales or likely budget settlements. For PRRT to ensure effective budget planning in order to deliver the services to meet the demand, it is important to have a relatively stable budget, notified on a timely basis by our Sponsor Department.

Both at Board and Executive level, we continue to liaise with DoJ in order to facilitate a better understanding of PRRT's key objectives, associated outcomes and how these can be most effectively and efficiently delivered.

THE POLICE REHABILITATION AND RETRAINING TRUST

Fees and charges – AUDITED INFORMATION

An analysis is shown below of the services for which a fee is charged, where the amount of the income and the full cost of the service are material to the financial statements.

In each of the services below, the financial objective is to recover direct costs.

Service	Income	Full cost	Surplus/(deficit)
	£	£	£
Healthcare	48,812	44,973	3,839
Training	61,093	289,135	(228,042)


The information provided above is for fees and charges purposes

Events after the Reporting Period

There are no events after the reporting period.

Research and Development

PRRT is committed to an on-going programme of research in order to develop and improve service provision.



Eddie Gaw
Accounting Office

Date: 12 June 2017

The Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly

Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly

I certify that I have audited the financial statements of the Police Rehabilitation and Retraining Trust for the year ended 31 March 2017 under the Police Rehabilitation and Retraining Trust Regulations (Northern Ireland) 2014. The financial statements comprise: the Statement of Comprehensive Net Expenditure, Statement of Financial Position, Statement of Cash Flows, Statement of Changes in Equity and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration and Staff Report and the Assembly Accountability disclosures that are described in that report as having been audited.

Respective responsibilities of the Accounting Officer and auditor

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Chief Executive as Accounting Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the Police Rehabilitation and Retraining Trust Regulations (Northern Ireland) 2014. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

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

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

Opinion on regularity

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

Opinion on financial statements

In my opinion the financial statements:

- give a true and fair view of the state of the PRRT's affairs as at 31 March 2017 and of the net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Police Rehabilitation and Retraining Trust Regulations (Northern Ireland) 2014 and Department of Justice directions issued thereunder.

Opinion on other matters

In my opinion:

- the part of the Remuneration and Staff Report and the Assembly Accountability disclosures to be audited have been properly prepared in accordance with the Department of Justice directions made under the Police Rehabilitation and Retraining Trust Regulations (Northern Ireland) 2014; and
- the information given in the Performance and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

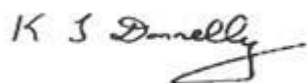
Matters on which I report by exception

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

- adequate accounting records have not been kept; or
- the financial statements and the part of the Remuneration and Staff Report and Assembly Accountability disclosures to be audited are not in agreement with the accounting records; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with Department of Finance's guidance.

Report

I have no observations to make on these financial statements.



KJ Donnelly
Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
Belfast
BT7 1EU

Date: 22 June 2017

THE POLICE REHABILITATION AND RETRAINING TRUST

Financial Statements

For the year ended 31 March 2017

THE POLICE REHABILITATION AND RETRAINING TRUST
Statement of Comprehensive Net Expenditure
Year ended 31 March 2017

	Note	2017 £	2016 £
Income			
Other operating income	2	<u>(189,966)</u>	<u>(236,791)</u>
Total Operating Income		<u>(189,966)</u>	<u>(236,791)</u>
Staff Costs	3	1,225,529	1,161,068
Depreciation	5	284,875	184,553
Other expenditure	4	<u>773,692</u>	<u>766,849</u>
Total Operating Expenditure		<u>2,284,096</u>	<u>2,112,470</u>
Net Expenditure	5	<u>2,094,130</u>	<u>1,875,679</u>
Other Comprehensive Net Expenditure			
Net (gain) loss on revaluation of Property Plant and Equipment		-	-
Net (gain) loss on revaluation of Intangibles		<u>-</u>	<u>-</u>
Total Comprehensive Net Expenditure for the year ended 31 March 2017		<u>2,094,130</u>	<u>1,875,679</u>

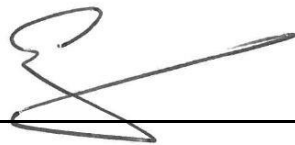
PRRT has no recognised gains or losses other than the results for the years as set out above.

The notes on pages 54 to 62 form part of these Financial Statements.

THE POLICE REHABILITATION AND RETRAINING TRUST
Statement of Financial Position
Year ended 31 March 2017

	Note	2017 £	2016 £
Non-current assets:			
Property, plant and equipment	7	723,217	920,378
Intangible assets	8	<u>19,234</u>	<u>5,350</u>
Total non-current assets		742,451	925,728
Current assets:			
Trade and other receivables	9	25,271	35,524
Cash and cash equivalents	10	<u>70,433</u>	<u>123,526</u>
Total current assets		95,704	159,050
Total assets		<u>838,155</u>	<u>1,084,778</u>
Current liabilities:			
Trade and other payables	11	<u>(307,299)</u>	<u>(307,792)</u>
Total current liabilities		<u>(307,299)</u>	<u>(307,792)</u>
Total assets less current liabilities		<u>530,856</u>	<u>776,986</u>
Total assets less liabilities		<u>530,856</u>	<u>776,986</u>
Taxpayer's Equity			
General Reserve		<u>530,856</u>	<u>776,986</u>
		<u>530,856</u>	<u>776,986</u>

The Financial Statements on pages 49 to 62 have been approved by the Board and were signed on 12 June 2017 on its behalf by:



Eddie Gaw
Chief Executive

The notes on pages 54 to 62 form part of these Financial Statements

THE POLICE REHABILITATION AND RETRAINING TRUST

Statement of Cash Flows

Year ended 31 March 2017

	Note	2017 £	2016 £
Cash Flows from operating activities			
Net (expenditure)		(246,130)	(139,679)
Depreciation	7	273,920	176,079
Amortisation	8	10,955	8,474
Decrease in trade and other receivables	9	10,253	7,591
(Decrease) in trade and other payables	11	(493)	(691)
Net cash outflow from operating activities		48,505	51,774
Cash flows from investing activities			
Purchase of property and equipment	7	(76,759)	(70,252)
Income from disposal of fixed assets		-	-
Purchase of intangible assets	8	(24,839)	(8,028)
Net cash outflow from investing activities		(101,598)	(78,280)
Net (decrease) in cash and cash equivalents in the period		(53,093)	(26,506)
Cash and cash equivalents at the beginning of the period	10	123,526	150,032
Cash and cash equivalents at the end of the period	10	70,433	123,526

THE POLICE REHABILITATION AND RETRAINING TRUST
Statement of Changes in Taxpayers' Equity
Year ended 31 March 2017

	SoCNE Reserve £	Total Taxpayers' Equity £
Balance at 1 April 2015	<u>916,665</u>	<u>916,665</u>
Changes in Taxpayers' Equity 2015-16		
Grants from Sponsoring Entity	1,736,000	1,736,000
Comprehensive Expenditure for the year	(1,860,679)	(1,860,679)
Auditors' Remuneration	(15,000)	(15,000)
Balance at 31 March 2016	<u>776,986</u>	<u>776,986</u>
Changes in Taxpayers' Equity 2016-17		
Grants from Sponsoring Entity	1,848,000	1,848,000
Comprehensive Expenditure for the year	(2,083,210)	(2,084,112)
Auditors' Remuneration	(10,920)	(10,920)
Balance at 31 March 2017	<u>530,856</u>	<u>529,954</u>

The notes on pages 54 to 62 form part of these Financial Statements.

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2017

1. Accounting policies

Basis of accounting

The Financial Statements have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment.

The accounts are stated in sterling, which is PRRT's functional and presentational currency. Unless otherwise stated, the amounts shown in these financial statements are in whole pounds sterling (£).

The Financial Statements have been prepared in accordance with International Financial Reporting Standards (IFRS) as adopted and interpreted by the 2016-17 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM comply with IFRS as adapted or interpreted for the public sector context.

Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of PRRT for the purpose of giving a true and fair view has been selected. The particular policies adopted by PRRT are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

Impending application of newly issued accounting standards not yet effective

Certain new standards, interpretations and amendments to existing standards have been published that are mandatory for accounting periods beginning on or after 1 April 2016 but which have not been adopted early. PRRT considers that these standards are not relevant to its operations and are unlikely to have a significant impact on the financial statements in the period of the initial application.

Critical accounting estimates

PRRT prepares its financial statements in accordance with the FReM, the application of which often requires judgments to be made by management when formulating the financial position and results. Under IFRS, the directors are required to adopt those accounting policies most appropriate to the PRRT's circumstances for the purpose of presenting fairly its financial position, financial performance and cash flows. In determining and applying accounting policies, judgment is often required in respect of items where the choice of specific policy, accounting estimate or assumption to be followed could materially affect the reported results or net asset position of PRRT should it be later be determined that a different choice would be more appropriate. Management considers the accounting estimate and assumptions discussed below to be its critical accounting estimates and provide an explanation accordingly. Management has discussed its critical accounting estimates and associated disclosures with the Trust's Audit Committee.

Income

Income included in the accounts represents amounts invoiced in respect of services provided during the year exclusive of VAT.

Property, Plant and Equipment

Property, plant and equipment are stated at historical cost less depreciation. Historical cost

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2017

includes expenditure that is directly attributable to the acquisition of the item.

Intangible Assets

Intangible assets are stated at historical cost less accumulated amortisation and accumulated impairments. Historical cost includes expenditure that is directly attributable to the acquisition of the item.

Depreciation

Depreciation is calculated so as to write off the cost, less their estimated residual value, over the expected useful economic lives of the assets concerned as follows:

Building Improvements	- 14%	Straight Line
Plant and Machinery	- 25%	Straight Line
Fixtures and Fittings	- 20%	Straight Line
Computer Equipment	- 33 ^{1/3} %	Straight Line

FReM requires that fair value should be used, however it is noted that revaluation would not have materially affected the figures and therefore the fixed assets have not been revalued.

Amortisation

Amortisation is calculated to write off the cost of the asset, less its estimated residual value, over the expected useful economic life of that asset as follows:

Software - 33^{1/3}% Straight Line

Operating lease agreements

Rentals applicable to operating leases, where substantially all of the benefits and risks of ownership remain with the lessor, are charged against income on a straight line basis over the period of the lease.

Pension costs

PRRT operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of PRRT. The annual contributions payable are charged to the Statement of Comprehensive Net Expenditure.

Taxation

Corporation tax expense represents the sum of the current tax and deferred tax.

The charge for current tax is based on the result for the year adjusted for items which are non-assessable or disallowed. It is calculated using tax rates that have been enacted or substantively enacted by the reporting date. Current and deferred tax is recognised in the Statement of Comprehensive Net Expenditure unless the item to which the tax relates was recognised outside the income statement being other comprehensive income or equity. The tax associated with such an item is also recognised in other comprehensive income or equity respectively.

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2017

2. Other Operating Income

	2017	2016
	£	£
Catering and room hire income	-	11,027
Healthcare income	48,812	62,390
Miscellaneous income	31,764	32,611
Service Charges	51,236	51,160
Training income	46,461	30,039
NI Prison Service	11,693	49,564
	189,966	236,791

3. Staff Costs

	Permanently employed staff	Other - agency staff	2017 £ Total	2016 £ Total
Wages and salaries	1,072,722	6,134	1,078,856	997,616
Social Security costs	86,792	-	86,792	97,090
Other Pension costs	59,881	-	59,881	66,362
	1,219,395	6,134	1,225,529	1,161,068

Further information relating to staff and directors can be found in the Staff Report within the Accountability Report.

4. Other Operating Costs

	2017	2016
	£	£
Psychological Therapies	50,460	37,989
Physiotherapy	100,232	86,685
Personal Development & Training	95,214	115,658
Rehabilitation Support	2,181	2,882
Projects	43,611	87,076
Establishment Costs	270,262	269,297
Information Technology	98,879	65,473
Finance Charges	2,014	2,278
Running Costs	110,839	99,511
	773,692	766,849

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2017

5. Net Expenditure

Net expenditure is stated after charging:

	2017	2016
	£	£
Depreciation of owned plant and equipment	273,920	176,079
Amortisation of intangible assets	10,955	8,474
Loss on disposal of plant and equipment	-	-
Operating lease cost of plant and equipment	290,028	19,790
Auditor's remuneration	10,920	15,000

6. Tax Expense

(a) Analysis of charge in the year

	2017	2016
	£	£
Current tax		
UK Corporation tax based on the results for the year at 20% (2016: 20%)	5,098	3,785
Total current tax	<u>5,098</u>	<u>3,785</u>

(b) Factors affecting current tax charge

The tax assessed on the income on ordinary activities for the year is based on the standard rate of corporation tax in the UK of 20% (2016: 20%).

	2017	2016
	£	£
(Expenditure)/Income on ordinary activities before taxation	<u>25,488</u>	<u>18,923</u>
(Expenditure)/Income on ordinary activities by rate of tax	5,098	3,785
Total current tax (note 6(a))	<u>5,098</u>	<u>3,785</u>

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2017

7. Property, Plant and Equipment

2016-17

	Building Improvements £	Plant & Machinery £	Fixtures & Fittings £	Computer Equipment £	Total £
Cost					
At 1 April 2016	1,546,704	209,821	483,921	136,056	2,376,502
Additions	-	-	29,598	47,161	76,759
Disposals	-	-	-	-	-
At 31 March 2017	1,546,704	209,821	513,519	183,217	2,453,261
Depreciation					
At 1 April 2016	741,925	206,294	376,356	131,549	1,456,124
Charge for the period	214,439	1,949	39,227	18,305	273,920
On Disposals	-	-	-	-	-
At 31 March 2017	956,364	208,243	415,583	149,854	1,730,044
Net book value					
At 31 March 2017	590,340	1,578	97,936	33,363	723,217
At 31 March 2016	804,779	3,527	107,565	4,507	920,378

2015-16

	Building Improvements £	Plant & Machinery £	Fixtures & Fittings £	Computer Equipment £	Total £
Cost					
At 1 April 2015	1,546,704	211,471	419,783	130,292	2,308,250
Additions	-	350	64,138	5,764	70,252
Disposals	-	(2,000)	-	-	(2,000)
At 31 March 2016	1,546,704	209,821	483,921	136,056	2,376,502
Depreciation					
At 1 April 2015	610,915	206,344	342,016	122,770	1,282,045
Charge for the period	131,010	1,950	34,340	8,779	176,079
On Disposals	-	(2,000)	-	-	(2,000)
At 31 March 2016	741,925	206,294	376,356	131,549	1,456,124
Net book value					
At 31 March 2016	804,779	3,527	107,565	4,507	920,378
At 31 March 2015	935,789	5,127	77,767	7,522	1,026,205

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2017

8. Intangible Assets

2016-17

	Software
Cost	£
At 1 April 2016	174,052
Additions	24,839
Disposals	-
At 31 March 2017	<u>198,891</u>
Depreciation	
At 1 April 2016	168,702
Amortisation for the period	10,955
On Disposals	-
At 31 March 2017	<u>179,657</u>
Net book value	
At 31 March 2017	<u>19,234</u>
	<hr/>
At 31 March 2016	<u>5,350</u>

2015-16

	Software
Cost	£
At 1 April 2015	166,024
Additions	8,028
Disposals	-
At 31 March 2016	<u>174,052</u>
Depreciation	
At 1 April 2015	160,228
Amortisation for the period	8,474
On Disposals	-
At 31 March 2016	<u>168,702</u>
Net book value	
At 31 March 2016	<u>5,350</u>
	<hr/>
At 31 March 2015	<u>5,796</u>

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2017

9. Trade receivables and other current assets

	2017	2016
	£	£
Trade receivables	8,008	13,751
Other receivables	-	-
Prepayments and accrued income	17,263	21,773
	<u>25,271</u>	<u>35,524</u>

10. Cash and Cash Equivalents

	2017	2016
	£	£
Cash and cash equivalents	<u>70,433</u>	<u>123,526</u>

Cash and cash equivalents are all held as either cash-in-hand or as deposits with commercial banks.

11. Trade payables and other current liabilities: Amounts falling due within one year

Trade Payable and other current liabilities

	2017	2016
	£	£
Trade payables	14,430	24,146
Corporation tax	5,098	3,785
Other taxation and social security	-	4,700
Other payables	131,530	160,201
Accruals and deferred income	156,241	114,960
	<u>307,299</u>	<u>307,792</u>

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2017

12. Commitments under operating leases

At 31 March 2017 there were total future minimum lease payments under operating leases as set out below:

	2017	2016
	£	£
Obligations under operating leases comprise:		
Buildings		
Not later than one year	111,000	111,000
Later than one year and not later than five years	444,000	555,000
Later than five years	111,000	-
	<u>666,000</u>	<u>666,000</u>
Other		
Not later than one year	1,891	1,576
Later than one year and not later than five years	6,146	6,304
Later than five years	-	394
	<u>8,037</u>	<u>8,274</u>

13. Capital Commitments

At 31 March 2017 authorised future capital expenditure amounted to £Nil (2016: £Nil). PRRT has committed to £10,010 expenditure on capital. (2016: £Nil).

14. Related party transactions

PRRT is a Non-Departmental Public Body of the DoJ. PRRT was under the control of the Board of Directors throughout the current year.

The DoJ is regarded as a related party. During the year, PRRT has had a number of material transactions with DoJ.

PRRT received service charges and other charges totalling £50,824 (2016: £50,840) from NIPF and charges of £412 (2016: £473) from NIRPOA during the year. At the year-end PRRT was owed £Nil (2016: £Nil) from NIPF and £Nil (2016: £340) from NIRPOA.

A number of the Board hold other positions with bodies that PRRT has transacted with during the year.

Board Member	Position held	Organisation
Pauline Shields	Chief Superintendent	PSNI
Simon Walls	Superintendent	PSNI
Mark Lindsay	Chairman	Police Federation NI
Marty Whittle	Secretary	Police Federation NI

No other transactions with related parties were undertaken such as are required to be disclosed under International Accounting Standard 24.

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2017

15. Events after the Reporting Date

There were no events after the reporting date which would require adjustment to the Financial Statements.

Date of authorisation for issue

The Annual Report and Financial Statements were authorised by the Accounting Officer to be issued on 22 June 2017.