

Police Rehabilitation & Retraining Trust
Annual Report and Accounts

For the year ended 31 March 2019



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 2019

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

25 June 2019

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Chairman's Foreword

I am again privileged to introduce for the fourth time the 2018-19 Annual Report for the Police Rehabilitation and Retraining Trust (PRRT).

For this 2018-19 year, the Chief Executive Officer's (CEO) commentary notes another highly successful year has been achieved. This has been measured by the achievement of the Key Performance Indicators and the monitoring of the successful outcomes for clients, including their levels of high satisfaction with the services provided. In conjunction with this, we have accurate and timely financial reporting, the effective management of the budget and the satisfactory Internal Audit Reports.

In common with the rest of the public sector across Northern Ireland, PRRT has been again required to continue to operate within a constrained budget, set for just 12 months at a time. This necessitates effective budget management to control costs where possible. The CEO and his Finance Team have applied themselves diligently to that task, and again, have brought PRRT across the line. The CEO rightly points out that the year on year reductions within a fixed budget are becoming increasingly difficult to absorb, without directly impacting on the services provided, and the associated waiting times.

The need for PRRT's services to the core group of clients (i.e. former RUC and PSNI officers) continues unabated, with new clients coming forward at a consistent rate. The heightened incidence and also awareness of mental and physical trauma within Northern Ireland society does not come as a surprise, nor should it come as a surprise that former RUC and PSNI officers have been assessed as having a higher rate of exposure than ordinary members of the general public.

The report also includes an update on the clinical services that PRRT now also offers outside its core group to serving Prison Officers (those referred to PRRT by the Northern Ireland Prison Service (NIPS), with the services funded by NIPS), and also serving Police Service for Northern Ireland (PSNI) officers, through the Wellbeing Project, funded by the Police Federation for Northern Ireland. The PRRT Board was pleased to receive formal positive assessments of both projects towards the end of this reporting period, and it is hoped that the tangible benefits of both of these projects will be evident to the respective employers.

On behalf of the Board, I want to express our thanks and appreciation to the CEO and all of the PRRT staff for their continued positive attitude and commitment and professionalism through a series of uncertain times. They strive continuously for improvement and have developed inbuilt antennae for the clients' needs and mindset.

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I have reported elsewhere in the body of the report on the work of the Board during this final year of the current Board's four-year tenure.

As ever, our Sponsor Department, Department of Justice (DOJ), have continued to participate in a healthy and productive working relationship, and we are grateful for their understanding, their support and their advice.

Current society in Northern Ireland owes much to the sacrifices of the RUC and PSNI, (and to others in the justice system). Using public funds to provide quick and appropriate access to psychological, physical and personal development services (within a secure environment) for former police officers and their families is a small recognition of that debt.

For a relatively small amount of public funding, PRRT demonstrates through its professional provision of these services what can be done to help our core clients prepare for, and cope with, post policing life, and the physical and mental trauma which is all too often prevalent. We will gladly network with others involved in Northern Ireland who are dealing with these issues in the wider community.



Ken Millar
Chairman of the Board of Directors

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Non-Executive Report

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

Mr Ken Millar (Chairman)
Mrs Brenda Maitland (Non-Executive Director)
Mr Oliver Wilkinson (Non-Executive Director)
Mr Maynard Mawhinney (Non-Executive Director)
Mr Mark Lindsay (Police Federation of NI statutory appointee)
Mr Simon Walls (PSNI statutory appointee)
Vacant Position (Police Federation of NI statutory appointee)

The PRRT Board consists of seven members: a Non-Executive Chairman and three Directors, plus three statutory appointees, representing the Police Federation of Northern Ireland and the Chief Constable of PSNI.

During the year the board operated with six member as list above and due to the absence of a Minister the replacement for the retired Secretary of the Federation could not be appointed during the year.

The attendance records of the board are recorded on page 44 and their full biographical details are available at www.prrt.org

Superintendent Simon Walls (PSNI), and Mark Lindsay (Chairman, Police Federation for Northern Ireland) combine their PRRT Board roles with very busy and responsible day jobs and we are indebted to them for their time and their invaluable perspectives on the oversight and strategic direction of PRRT and its performance.

Brenda Maitland, Maynard Mawhinney and Ken Millar were all diligent in their commitment to PRRT business and performed their constructive challenge roles and general board duties in a thoroughly professional way, which proved invaluable both to me as a Non-Executive Director, and also to the CEO and his senior management team.

Particular note should be taken of Brenda Maitland's chairing and leadership of the Audit and Risk Committee. A highly effective approach to risk identification was introduced, and more targeted internal audit programs developed. The CEO and his team once again delivered clean satisfactory audits.

The Board members undertook a self-assessment exercise during March 2019 against the 47 indicators in the NAO recommended template, combining individual assessments into a corporate and positive view of the Board performance.

This is the final year for the Board in its current makeup. The Chair and the 3 Non-Executive Director posts are out for re-appointment from 1 April 2019, under open competition.

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From my perspective, it has been a privilege to work with a highly talented and motivated group of people, and I am grateful for the advice and support, and also the life lessons I have learned from them.

I trust that we leave PRRT in a good position to move forward, and to potentially expand its professional services to wider audiences across the public sector.

Oliver Wilkinson
Non-Executive Director

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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 2019.

Over the past number of years, we have tried to develop our reporting and outcomes measures to effectively reflect the positive impacts PRRT services have on our clients' lives. With the nature and the range of services that PRRT provides it is extremely difficult to give a completely definitive impact statement on our service provision. However, as the individual departments' reports set out very clearly, the outcomes from discharged clients and ongoing client feedback paints an extremely positive picture on the difference PRRT is making to our clients' wellbeing.

As an organisation we are focussed on the provision of high-quality professional services to meet our clients' needs. We are acutely aware of the factors that impact on our clients and their continuing need for the bespoke services that PRRT provide. From our research, we have identified critical issues and circumstances in respect of our client base.

Our clients

- Can be reluctant to engage with other public services;
- They remain concerned about their personal security and privacy;
- They welcome the secure site, and dealing with security cleared personnel for their services;
- They can be reluctant to repeat or explain their trauma history;
- They can be reluctant to discuss their working background; and
- They have a range of complex needs.

The experience and professional skills of our staff in developing and providing services to ensure that these needs are met is a key part of the continuing success of PRRT, which is evidenced by continuing extremely high levels of client satisfaction, positive outcome data and a continuing high demand for all services.

The Board and Senior Management team continue to develop our strategic direction, planning and operations in line with the draft Programme for Government (PfG) and have established the following linkages with the services PRRT provide:

PfG outcomes

- 4 We enjoy long, healthy, active lives;
- 5 We are an innovative society, where people can fulfil their potential;
- 6 We have more people working in better jobs;
- 8 We care for others and help those in need; and
- 11 We have high quality public services

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PfG indicators;

- 3 Increase in life expectancy;
- 6 Improve mental health; and
- 14 Improve the skills profile of the population.

In addition to our core client base, we continue to develop and provide services for a wide range of clients across the Department of Justice and key PSNI stakeholders.

Northern Ireland Prison Service (NIPS)

The Northern Ireland Prison Service (NIPS) contract with PRRT commenced in August 2017. The project has been set up to provide psychological and physiotherapy services to NIPS staff.

The project, now in its second year, has proved very successful with the referrals to both clinical services increasing significantly and the clinical outcomes are highly satisfactory. The referrals process is working smoothly and the communication and working relationships with NIPS is excellent.

NIPS management have, during the year, committed significant further financial resources to the project as the levels of referrals have been higher than they initially planned for. This has led to a number of challenges in resourcing the contract; however the clinical teams and Head of Finance have worked creatively and flexibly to ensure this demand has been met.

NIPS Management were extremely positive regarding the services from PRRT to date and are keen to work with us on a longer-term basis, but as only 1-year budgets are currently in place, they are restricted to formally agreeing a budget for 2019/20. We are optimistic that this will develop into an ongoing service provision for NIPS.

Police Federation Northern Ireland (PFNI): Wellbeing Project

PRRT have worked in partnership with PFNI to assist in the development and delivery of a psychological wellbeing programme for PSNI officers. The key aim of the PFNI Wellbeing Project was to improve the mental health of serving police officers through:

- Increased capacity and more rapid access to clinical psychology professionals;
- An increased focus on education and awareness of mental health wellbeing; and
- A programme of early intervention and prevention activities.

PRRT designed and delivered training courses to serving PSNI officers and student officers providing an introduction to the core concepts of psychological resilience. This training enabled officers to assess their own personal level of resilience and identify areas of life and work where their resilience is being tested.

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In addition to Personal Resilience Training, PRRT also specifically designed a trauma-based Resilience Training course which focussed specifically on those officers who, as first responders or specialist frontline staff, are often required to repeatedly manage potentially traumatic crimes and critical incidents.

The project is now in its third year and PRRT have delivered resilience training for 2,800 police officers over the period of the project, including specialist trauma resilience and personal resilience.

PSNI Occupational Health and Welfare (OHW)

PRRT continue to provide clinical services, both physiotherapy and psychological therapies, on a contracted-out basis, for PSNI OHW. We have worked closely with OHW to develop and agree a new service level agreement to ensure a more effective service delivery for referrals to psychological therapies.

Governance and Operations

The Executive team and the Board continued to have a positive and engaged working relationship. During the year, the Board have continued to give their support to PRRT on a number of challenging areas, and where necessary have communicated directly with sponsor department. The Chairman, in particular, has been a valuable source of guidance and has on a significant number of occasions provided me with assistance in engaging with our stakeholders to ensure positive outcomes.

This is the final year of the current Board's tenure and I would like to thank them for their support, advice and guidance over the previous four years.

We continue to develop a close and effective working relationship with the DoJ and their sponsorship role has been an effective and positive one. Their continued support and understanding of our role is crucial for the continuing success of PRRT. The Sponsor Team continue to positively challenge PRRT in an effective and productive manner. I will continue to promote an open, transparent and productive relationship with the sponsor Department in order to ensure that the necessary governance demands and management of risk continue to be met and reported on.

It is important that I continue to stress how external issues beyond our control and ongoing uncertainties around longer term funding will continue to be a challenge to PRRT. The budget for the forthcoming year is at the same level as 2018-19. With the impact of pay increases and other inflationary cost factors, this is, in effect, a significant budget cut to the organisation, as we need to fund these increased costs from our operational budget. Over the years, we have successfully protected front line services from budget cuts; however there is a limit to how effectively we can continue to do this.

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In concluding, I would like to thank staff across PRRT for their continuing commitment, professionalism and adaptability which enables the organisation to meet the challenges outlined above in the provision of services to clients. We will continue to develop and improve our services efficiently and effectively to ensure we remain fully focused on meeting client needs and delivering positive outcomes.

Overview of PRRT

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 life post policing by providing personal development advice, guidance, training and training support, psychological and physiotherapy therapies. PRRT also provides services to organisations within the DoJ. As an “internal provider” PRRT 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's Corporate Objectives

1. To assist clients in managing the transition to post-policing life through the provision of psychological and physical therapies, personal development, careers advice, training and education.
2. To employ a holistic approach to ensure services meet the diverse needs of our client group.
3. To further develop and provide these same services to non-police bodies within, or funded by, the Department of Justice for Northern Ireland.
4. To ensure effective and ongoing consultation with key stakeholders in order to continuously improve service provision.
5. Development of services in line with the draft Programme for Government Outcomes.
6. To operate efficiently and effectively within budget.

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7. To ensure that our services are made known to those who most need them most via a number of outreach methodologies and development of social media.

PRRT's Key Risks

PRRT has six key risk areas which could provide significant problems if an issue were to arise. All risks are highlighted and where possible mitigation action taken to ensure the risk is reduced as far as possible. PRRT has a low appetite for risk. The risk register is reviewed quarterly at Board every April and October and at every Audit and Risk Committee meeting. The main risks to PRRT are;

1. Clinical Risks – PRRT provides services to clients with chronic and complex mental and physical health problems. The main risk faced is that clients can be suicidal and can present in a distressed state. Managing this risk, ensuring clients are seen within the timelines set can be challenging.
2. Financial Risks – A static budget and in effect reducing budget has been the norm for PRRT for a number of years after a series of years where the budget was significantly reduced. The main area of concern is to keep front line services resourced. The demand for services continues to rise but the budget is not moving in the same direction. Monitoring rounds are useful for highlighting issues, but don't allow sufficient planning and management of service delivery.
3. Service Delivery Risks – PRRT sets high standards in regard to delivering services to a high-risk client base. To deliver this, adequate staffing levels and appropriately trained professionals need to be in post to meet demand. To meet this challenge PRRT has robust and transparent recruitment and selection procedures and a continuous improvement policy to keep staff up-to-date with latest best practice in their specialties. If any of these systems should fail service delivery would be adversely affected.
4. Security and Information Assurance Risks – Due to the background of the majority of PRRT client's data security is of utmost importance. This is not just related to the risks associated with losing sensitive information but because there could also be a security risk to the client.
5. Corporate Governance and Strategic Risks – PRRT has strong corporate governance controls and systems, however should any of these fail they could put the long-term existence of PRRT at risk.
6. Health and Safety Risks – Risks associated with health and safety of staff and clients during service delivery. PRRT aims to ensure all people on site are kept safe at all times.

Currently risks 1, 3, 4, 5 and 6 are viewed as high impact and low likelihood of occurrence. Risk 2 is adjudged to be high impact and medium likelihood of occurrence. This reflects the ongoing increasing demand for services and a static and in effect reducing level of financial resources for the period 2019-20. The financial resources could have implications for front line service delivery in that the salary budget for 2019-

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20 is putting significant pressure on the budget and if salary costs were to be reduced, this would reduce front line service delivery.

Statutory Duties and Background

On 1 April 2015 PRRT became an Executive Non-Departmental Public Body (NDPB) of the 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.

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

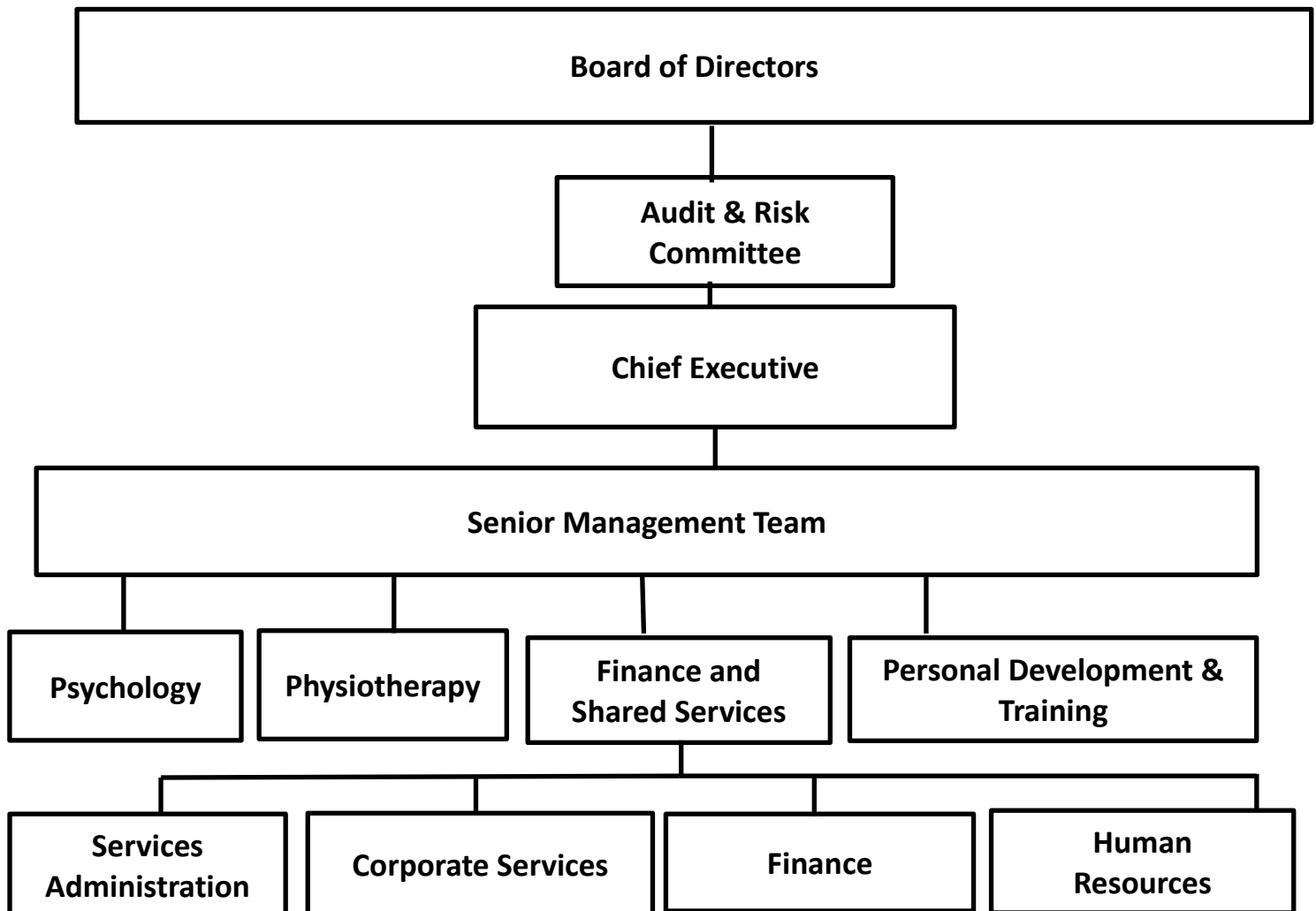
The principal activities of PRRT during the year were to assist former and serving members of the Royal Ulster Constabulary and the Police Service of Northern Ireland with psychological therapies, physiotherapy, personal development and training prior to and following cessation of their service. PRRT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

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Performance Analysis

PRRT is made up of three front line service delivery departments, Psychological Therapies, Physiotherapy, Personal Development and Training. The service delivery departments are supported by the Finance and Shared Service department, which consists of Services Administration, Corporate Services, HR and Finance who provide the relevant administrative, professional and corporate support. An overview of this is provided below.

Organisation Structure:



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

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Psychological Therapies Department

Clinical Service

“The therapies I received were excellent, although initially I hated every visit and dreaded the sessions but I soon realised that these sessions were my life line.”

Engaging in psychological therapy is no easy task. This quote from a discharged patient brings into focus the courage and commitment shown by officers and their family members who chose to attend PRRT Psychological Therapies Service for treatment. As a clinical team we feel privileged to be providing this treatment and have spent the past year continuing to provide the highest standard of psychological therapies to the retired police population and wider DOJ family. We are very pleased to see that our patients continue to be rewarded for their hard work and effort with 96% of those who completed their course of treatment rating their problems as resolved or resolving.

In addition to our clinical treatment provision we continue to work hard to ensure that specialist training in the field of personal and trauma resilience lays a foundation that will in some way help decrease the risk of psychological injury to those in close contact with traumatic incidents and material.

Although experiencing an increase in referral rates, generally we continue to meet the constant demand for specialist clinical treatment seeing all urgent cases allocated to treatment within 7 days. Family members, including children, continue to use the clinical service both for treatment for their own service-related needs and to access support for their loved ones.

This year has seen all members of the core clinical team expand their clinical work to include the provision of specialist workshops around the province. These practical workshops are based on a strong scientific evidence base and very importantly what we, as clinicians, have learned after almost two decades from listening to our patients during treatment now being able to share their knowledge with those working on the ground. This very demanding schedule has been carefully maintained to ensure that our clinical treatment provision is not affected and our team are well supported. As you will see from the patient feedback and statistics provided within this report the quality of our treatment service has remained at a very high level thanks to the expertise and commitment of the clinicians and support staff.

There has been no change to our patient profile during this year. The clinical team provide treatment for a wide range of complex and chronic cases. Presentations are varied ranging from those who have recently experienced traumatic incidents to those who experience 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

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means, despite the complexity of the problems, by working collaboratively we see excellent results.

Patient feedback (from 39 returned surveys) demonstrates that:

- **97% of all respondents were either very satisfied or satisfied with their treatment**
- **92% of all patients rating their quality of life as better following treatment.**

A sample of written feedback from patients:

“My therapist was wonderful. Very professional, knowledgeable -showing great compassion and empathy throughout my therapy.”

“This was a very difficult time in my life and I appreciate the compassionate nature in which my treatment has been carried out. God Bless all concerned.”

“I can say with total sincerity that PRRT and my therapist in particular have been life savers for me.”

“This is an amazing resource.”

“I have far exceeded my expectation this service is brilliant.”

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.

User Engagement

Following our successful User Engagement group session, we have nominated a clinician who will function as a Psychological Therapies Departmental Liaison to organisations who support the police family. It is hoped that this link will assist in reaching those who require referrals to PRRT and in particular family members who require guidance or treatment.

Training and Consultations external to the core client group

Promoting Mental Well Being with the Police Federation of Northern Ireland

We continue to work very successfully in partnership with the Police Federation for Northern Ireland (PFNI) in their Wellbeing Project. Since September 2016 we are proud to have been able to design and deliver over 2,800 training places (2,150 Serving Officers and 650 Student officers) for serving PSNI officers to date in the area of Psychological Resilience and Trauma Resilience for officers in a response-based role, specialist roles and student officers. By utilising learning from patients accessing our clinical service, departmental clinicians have been able to deliver bespoke training

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that aims to increase officer wellbeing and decrease the need for accessing psychological treatment. The courses have all been extremely well received, of 154 returned forms the following outcomes were noted;

- ***98% of Serving Officers rated the Trauma Resilience training as relevant to their workplace and work role;***
- ***98% of officers would recommend the course they attended to a colleague;***
- ***94% of officers reported that they would be able to apply the skills they had learned on their course in their personal life;***
- ***100% of officers reported that following attendance they were able to identify the link between Trauma Resilience training and their mental well-being.***

Moving forward into 2019-20 we plan in partnership with the PFNI to place our training focus on supporting student officers as they enter the Police Service at the beginning of their career to assist the Training College in equipping them for this challenging role.

Partnership Working with the Northern Ireland Prison Service

Our working partnership with the Northern Ireland Prison Service continues to go from strength to strength. Referrals of serving prison officers have been steadily increasing from the Prison Service with 74 referrals being made this year. Feedback from officers to date has been excellent and we continue to develop this service.

In conjunction with the ongoing clinical work with prison officers we have also been providing training for student prison officers entering the profession. This training has focused on Trauma Resilience and has been delivered to 6 groups to date. Further areas for development this year include Governor training and continuing our provision of Psychological First Aid following critical incidents within prisons.

Partnership working with the Police Service of Northern Ireland's Occupational Health and Wellbeing Service

We signed a new Service Level Agreement with PSNI OHW this year and have been working effectively together providing psychological treatment for serving officers. In addition, we have been working in partnership to ensure that serving officers in treatment receive as seamless a transition as possible to PRRT clinical services for retired officers.

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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.

Working in Partnership with DOJ Learning and Development Forum

We continue to deliver a range of bespoke training services for various agencies within the DoJ family. We have provided training specifically for those professionals who are exposed to traumatic stressors.

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.

Knowledge Sharing

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 and the Northern Ireland Prison Service College in contributing to officer continued professional development.

Psychological Therapies Key Performance Measures 2018-19

- During the 2018-19 year the psychological therapies service treated 267 new patients, an increase on last year.
- Waiting times for medium to high risk cases were both on target. Average waiting times for non-urgent cases increased during the year due to staff sick leave but are now reducing again. All referrals were without exception offered an Initial Assessment appointment within 10 days. All urgent cases have been allocated to treatment immediately during the past year. Overall PRRT provided 2,901 psychological sessions during the year.
- Of 39 online completed satisfaction surveys, 97% of patients following treatment provided positive feedback stating services provided were rated "satisfied or very satisfied".

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- The team designed and carried out 66 specialist courses for the DOJ including the Police Service of Northern Ireland, the Northern Ireland Prison Service and other agencies exposed to potentially traumatic stressors before 31st March 2019

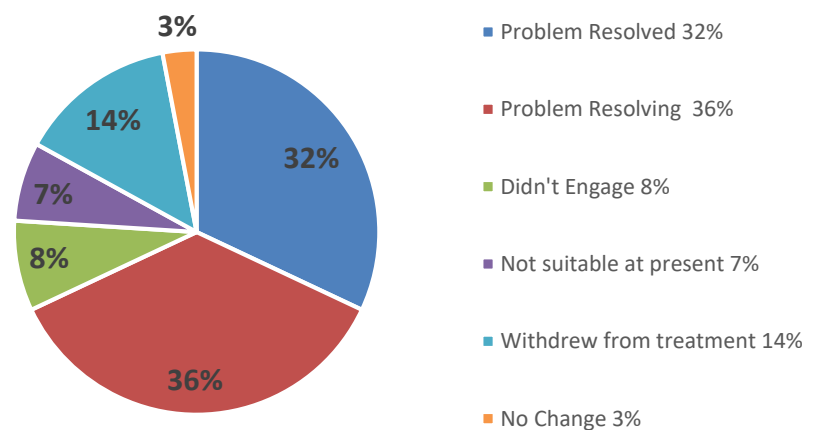
Health outcomes 2018-19

At the end of attendance, the treating clinician assigns each patient a global treatment outcome. This will include all patients who attended the service even those who did not engage in treatment. Of the clients who completed treatment 96% (146 clients) of these were classified as problem resolved/resolving.

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 for a range of reasons.
- **No Change** – No progress has been made in achieving treatment goals.
- **Not suitable** – client was not deemed suitable at present to avail of psychology services.
- **Problem Worsening** – Patient's symptoms have increased.
- **Did not engage** - Patients who entered the treatment process but did not participate in treatment

Psychology Outcomes (206 Clients)
1/4/18-31/3/19



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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.

Regional Physiotherapy Service

This year we successfully re-tendered for this service; contracts were awarded over the summer and following the required security clearances, all practices commenced on the new contract in September 2018. As well as maintaining the majority of existing practices on our list we were able to add practices in Portadown, Dollingstown, Ballyclare and crucially, Maguiresbridge in Fermanagh. This process has increased choice for our clients and improved our province wide coverage.

All practice premises meet the high standard we expect for our clients and the approved physiotherapists are all highly experienced with a breadth of relevant post graduate training to ensure our clients get the best treatment available regardless of where they attend.

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.

This year we also piloted a Circuits Class for those aspiring to further increase their general fitness and will evaluate and develop this further in the coming year.

Departmental Reorganisation

In January 2018 our Clinical Lead gave us notice of her intention to retire in January 2019. This gave us the opportunity to look at succession planning and the various roles within the team. To that end, we advertised and recruited for a new role combining the Clinical Lead role with a Deputy Head of Department role. An internal candidate was successful which then led to a recruitment exercise for their replacement. Both roles commenced in April 2018. This new staff structure has proved very beneficial, particularly during a period of absence of the Head of Service, improving the resilience of the service by increasing our staffing from 4 Whole Time Equivalents (WTE) to 5 WTE and enabling us to manage more effectively an increased referral rate.

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Continuous Professional Development (CPD)

Team members attended various external courses as part of their CPD activities, including updates of acupuncture training, instructors' updates for tai chi and relevant manual therapy courses. The team also attended the now annual Spinal and Orthopaedic conference which is organised by the Belfast HSC Trust and provides an opportunity to meet with colleagues and learn of the newest developments from the regional spinal orthopaedic team.

Service audit outcomes

The findings from the 2018-19 client satisfaction survey revealed that 98% 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 227 completed discharge questionnaires with many positive comments:

'My injury was such that it was initially very difficult to pinpoint the root cause of the pain and discomfort. Had it not been for the physiotherapist's knowledge, imagination and perseverance I believe that I would be facing unwanted surgery now, instead of a constructive programme of rehabilitation. For that I am very grateful'.

'1st class, from the courtesy at the front gate, to the receptionist, and on to the therapist, and then of course the very professional treatment, I have received, it has most certainly improved my quality of life'.

'Unfortunately, the nature of my condition is chronic and therefore treatments provided by PRRT prove essential in its management in terms of pain and degree of movement. Only through regular appropriate personalised treatments do I sustain the health and welfare benefits'.

'I am not in any pain now when walking'.

Links with the Ulster University at Jordanstown (UUJ)

The department continues to offer 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.

Department of Justice contracts

The department continues to offer support to the wider DoJ family providing treatment for staff of PSNI, the Youth Justice Agency, the NI Policing Board, Forensic Science and the NI Prison Service. We were able to provide assistance to PSNI OHW during the year with one of our Clinical Specialist Physiotherapists providing fitness for work assessments for 2 days a week over a 3-month period.

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The physiotherapy aspect of the Northern Ireland Prison Service contract saw an increase in referrals and has proved very beneficial with excellent outcomes. Currently prison officers can be treated at Maryfield or in 3 other practices located in key areas.

As part of the Police Federation for Northern Ireland Wellbeing project the department delivered a Tai Chi for Health Programme for serving PSNI officers and staff which was very well received with further courses planned.

Physiotherapy Key Performance Measures – 2018-19

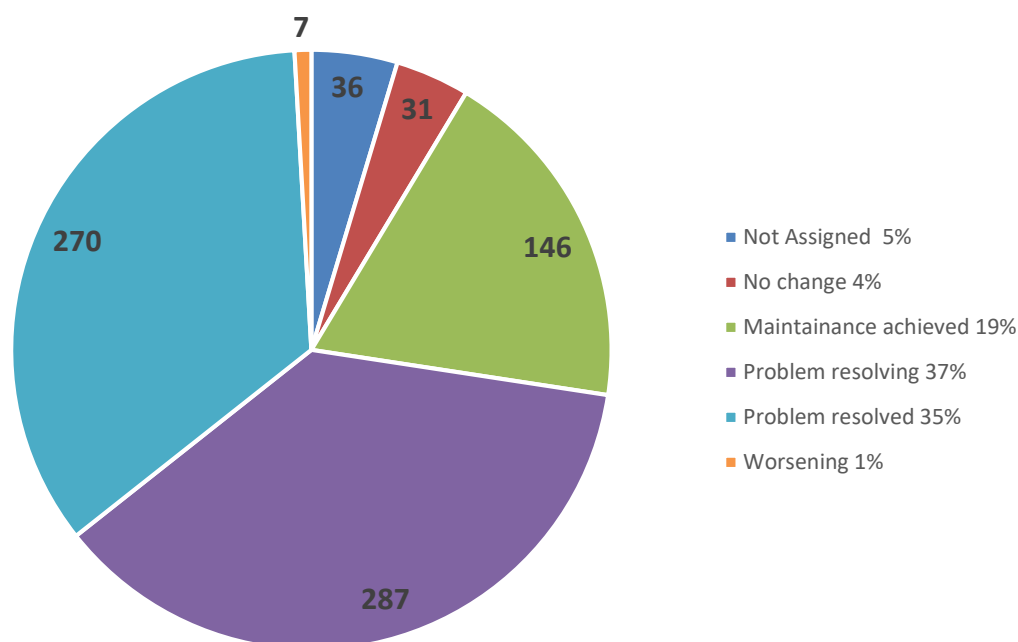
- An outcome target was set that 80% of clients' outcomes on discharge would be problem resolved, resolving or maintenance achieved. The actual figure was 91%.
- Minimum targets of 700 clients entering 1:1 treatment and 100 clients commencing a group programme were set for 2018-19. The total new clients commencing 1:1 treatment was 785. The total entering group programmes was 159. This is an overall increase of 13% as compared to last year.
- The department had targeted to deliver 330 1:1 sessions' per month; this was exceeded with an average of 425 per month being seen. An increase of 13%, this reflects the increase in referrals and staffing for the first 7 months of the year. The target for next year will be increased.
- Specialist programmes to improve long term condition management for a minimum of 500 group places per annum was set as a target. 826 group places were achieved an increase of 8%. This is well in excess of the minimal target which reflects the need to be flexible in the amount of group work provided in response to demand for treatment sessions.
- Our target is to offer assessments to all clients within two weeks of referral. Due to staff illness, planned retirement and extended leave a waiting list operated between November and March, during that period 84 clients waited more than 2 weeks for assessment the longest wait was 28 days. All urgent cases were prioritised and assessed within 2 weeks.

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Healthcare Outcomes for 2018-19

- **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 or those referred on for further investigation at initial diagnosis.
- **Problem Worsening** – Client’s signs and symptoms have deteriorated/worsened (results in onward referral for further investigations).

Physiotherapy Outcomes (777 clients)
1/04/18-31/03/19



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Personal Development and Training

The Personal Development and Training Service continues to meet with clients focused on the options post policing. Serving and retired officers continue to benefit from the advice, information and guidance provided by dedicated and professional coaching staff. Meeting with a Career and Development Coach enables clients to realise their unique skills, knowledge and expertise often resulting in increased confidence and self-belief.

To support clients in preparing for retirement the service focuses on 3 key strands which are:

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

The numbers of new clients and appointments for Career Development and Coaching in comparison to the previous year have remained steady at 439. The number of clients accessing the service to attend Citizens Advice appointments has dropped by 50% year on year to 31 sessions (2017-18: 63). This is mainly down to a review of the service, retendering and a reduction in the number of days the service is available.

A major review of PRRT Training Provision was conducted by the Head of Service. The review was necessary in order to proactively plan for the most efficient and effective way to shape the service for the future. We had evidenced a gradual decline in demand for academic courses and basic IT training offered by PRRT. The training and development needs of clients have changed significantly, the range of courses being taken is diverse and varied. This is reflected in the chart below with clients pursuing training in many areas including hospitality, law and transport. As the range of subject areas has diversified, the pressure on the training support budget has increased. The review of in-house training provision considered the demand for courses from clients over the feasibility of delivering these in house and the associated cost. IT courses ran throughout 2017-18; these were expensive to run and were not well attended. The review concluded on the type of courses PRRT would deliver in house, who would deliver the courses and the demand. PRRT now deliver a reduced portfolio of exclusive courses that are well attended. All other training courses clients wish to attend are sourced from the external market.

There was a 4% increase in demand for Training Support, year on year, increasing to 261 clients (2017-18: 251). In addition to clients attending courses with external providers, 67 clients attended PRRT in-house training courses, down from 177 in 2017-18. The reduction in numbers is a direct result of retendering for suppliers of courses, notably L3 Education and Training and Business Development Training and Support. The outcome of the review is a much more focused, cost-effective and efficient supply of courses based on client needs.

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In January 2019 the service was audited by an external Assessor to check compliance with the 'matrix' standard for information, advice and guidance services. The service continues to meet standards and the retained accreditation.

Career and Development Coaching

Over the year a total of 439 new clients met with Career and Development Coaches to seek assistance in a number of areas. A total of 755 appointments were provided. The number of new clients has remained static whilst the number of appointments has fallen slightly, with a 3% decrease in appointments attended. The figures are similar to those recorded in 2016-17.

In the main clients attend PRRT to discuss the options open to them in retirement. This may involve advice and guidance about re-training, qualifications, employment and volunteering. Coaching staff also assisted clients through recruitment and selection processes for specific jobs, this includes guidance with the completion of application forms and preparation for interviews.

Career and Development Coaching is available to clients in Belfast, Enniskillen and Coleraine. A new location has been sourced in Coleraine in response to feedback from clients attending a focus group.

Citizens Advice Bureau (CAB)

The CAB provides an outreach service at Maryfield for clients requiring advice on statutory benefits and welfare services. This service provides valuable support and assistance to clients in a safe and secure environment. This year 31 clients accessed this service, this is significantly less than 2017-18 when 63 clients accessed the service. PRRT has however reduced the number of occasions CAB delivers this outreach service at PRRT and this accounts for the drop in numbers in 2018-19.

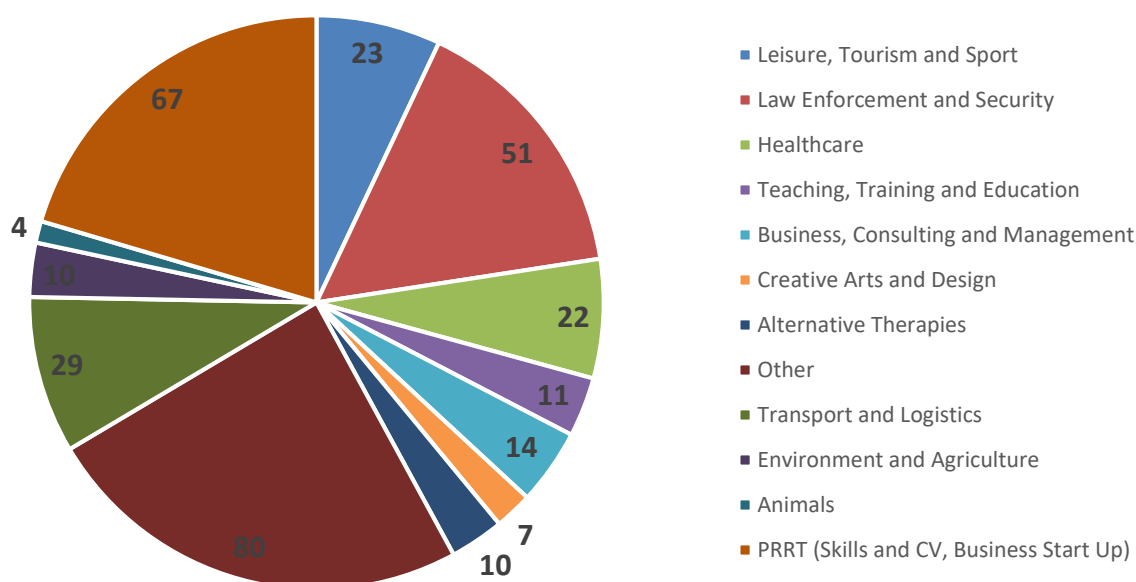
Personal Development and Training Outcomes

The Personal Development and Training Service supports clients in developing new skills, gaining qualifications and knowledge in relation to post policing activities. As mentioned, a review was completed of courses delivered by PRRT in response to a notable decline in demand. The service has procured a supplier for a Level 3 Award in Education and Training and is currently exploring provision of training, advice and guidance for clients interested in setting up a business. PRRT no longer offers computer training as demand had significantly dropped for ECDL. The diverse range of interests and training requirements of the client group has resulted in clients taking courses with suitable providers.

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From April 2018 to the end of March 2019 a total of 328 clients engaged in training, leading to the award of qualifications, new skills and knowledge across a variety of sectors. The sectors are illustrated in the chart below.

Training Completed by Sector
April 2018 - March 2019
(328 Clients)



The PRRT 2 day 'Skills and CV' course remains extremely popular with PRRT clients. It is delivered by the Career and Personal Development Coaching staff.

As with previous years the Skills and CV course remains very popular, 75% of clients attending the course rate it as excellent and 23% as good.

The following comments are indicative of the client experience on completion of this course:

'I now feel invigorated and want to up my game.'

'It has helped me to prepare for applying for a job and hopefully get through to an interview stage.'

'Came with no knowledge whatsoever and leave with an understanding of how to complete a CV.'

'Was useful to give me confidence to go out there.'

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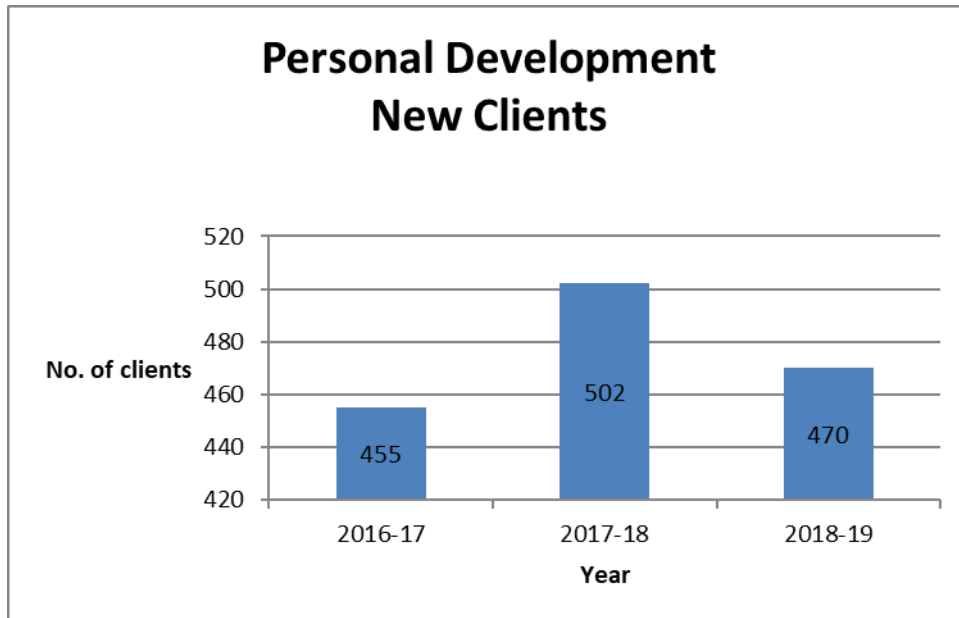
Personal Development and Training Key Performance Measures – 2018/19

- Targets were set to deliver a minimum of one-to-one career and personal development coaching sessions to 425 new clients. The actual number of new clients was 439 (2017-18: 442).
- PD&T planned to deliver a minimum of 750 coaching sessions/contacts, actual delivery was 755 (2017-18: 777).
- Support a minimum of 200 clients in the attainment of skills and qualifications, actual number 328 (2017- 18: 428)
- 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.

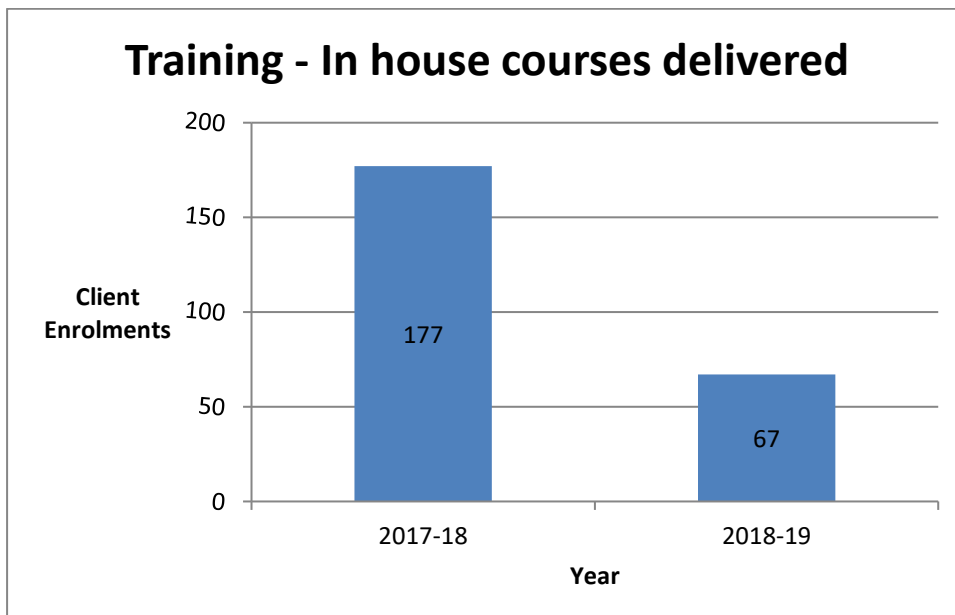
THE POLICE REHABILITATION AND RETRAINING TRUST

Client Throughput by Department: 2016-17 to 2018-19

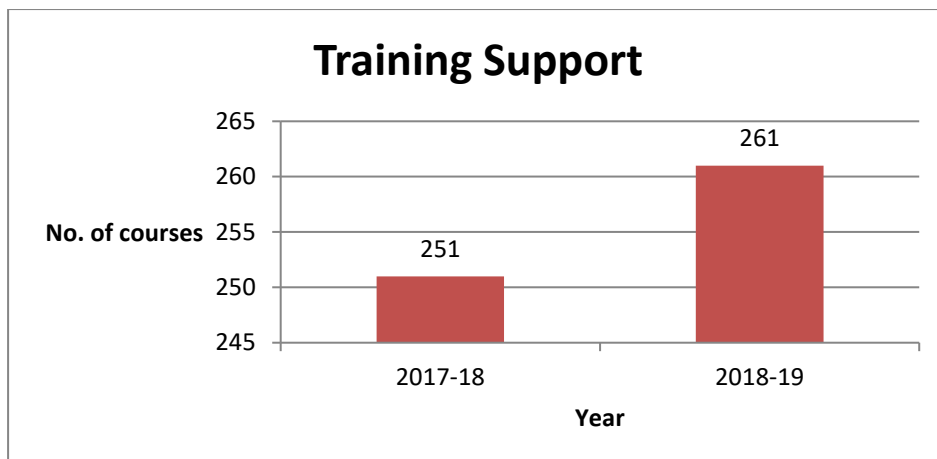
These figures are based on new clients per year.



These figures are based on enrolments during the year.



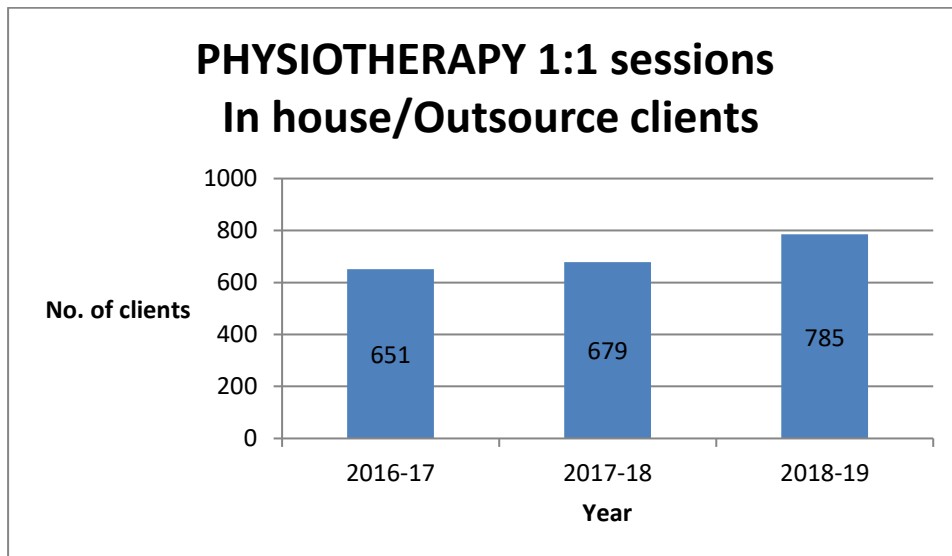
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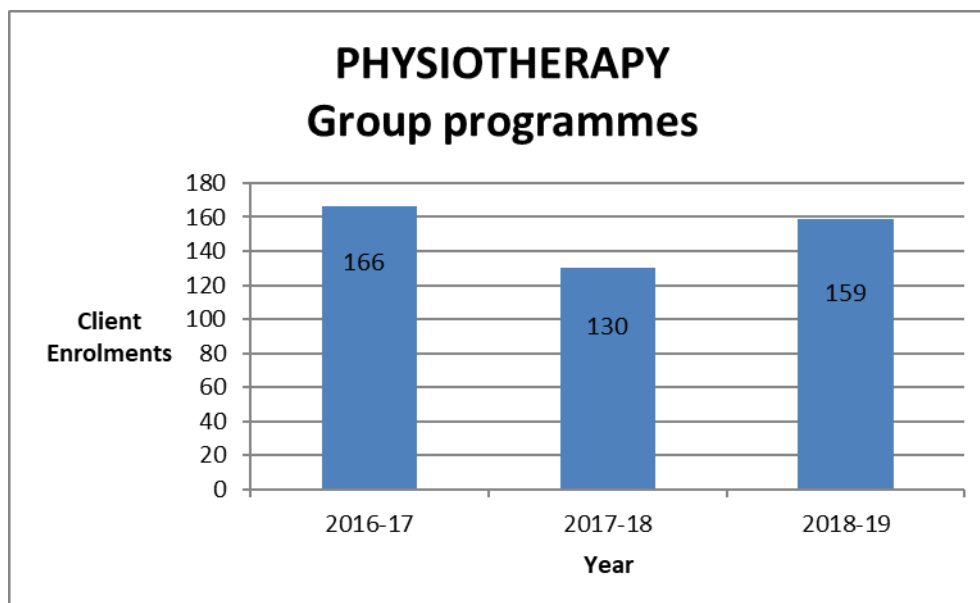
Client Throughput – 2016-17 to 2018-19

These figures are based on new clients per year.



Over the three years presented demand has increased by 21%.

These figures are based on enrolments during the year.

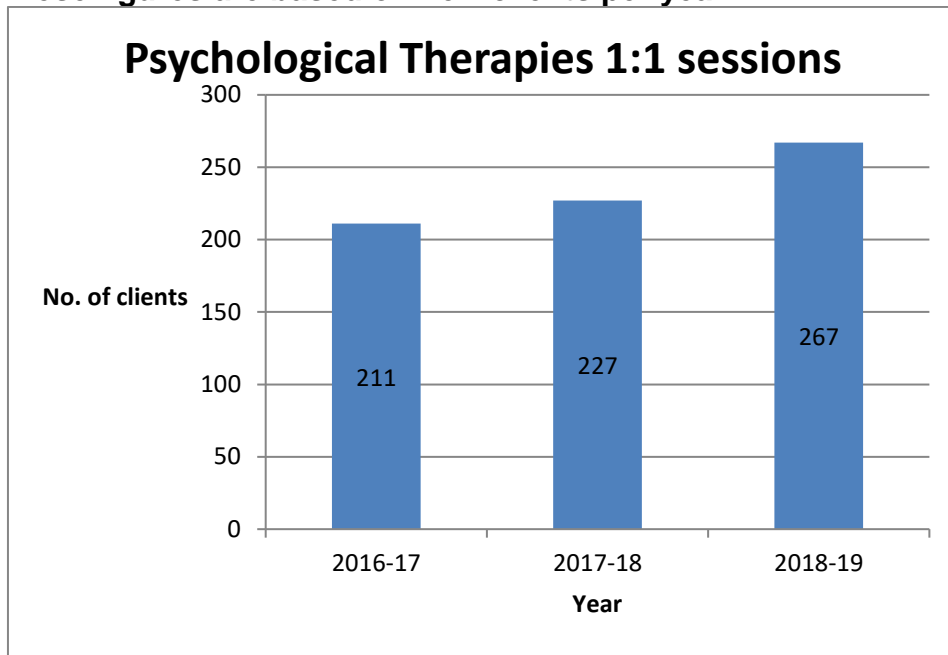


This includes classes such as Tai chi, core stability and circuits.

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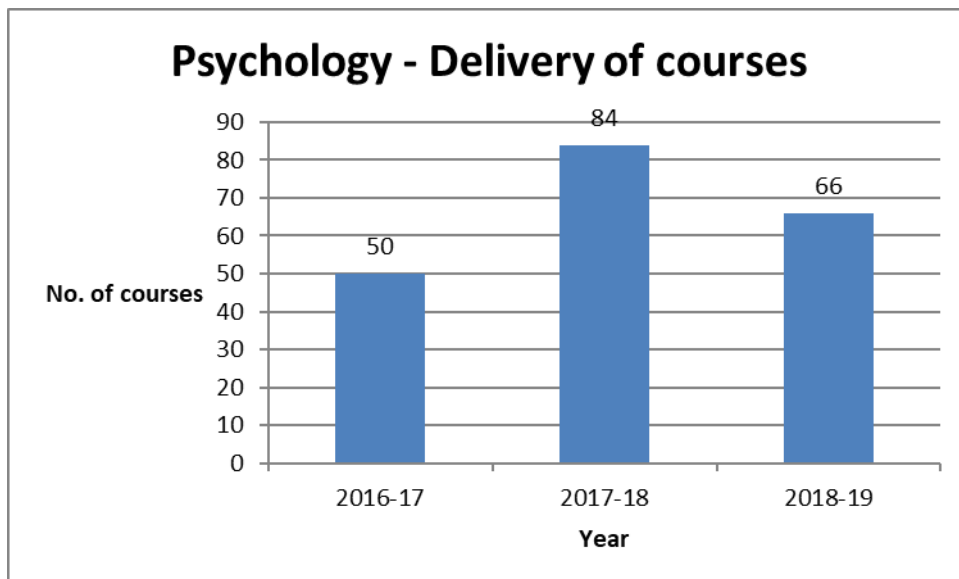
Client Throughput – 2016-17 to 2018-19

These figures are based on new clients per year.



Over the three years presented demand has increased by 27%.

These figures are based on courses delivered during the year.

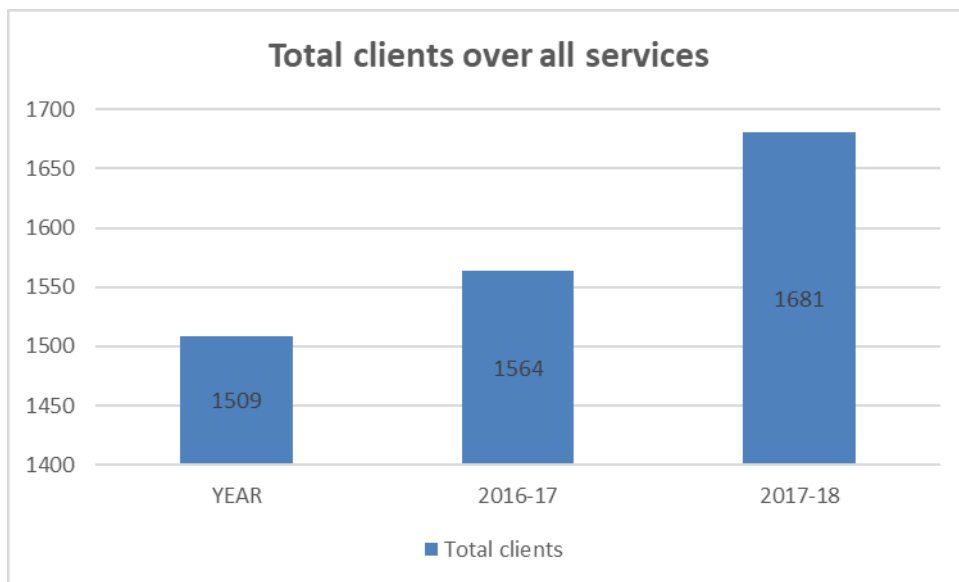


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Performance Summary: All clients

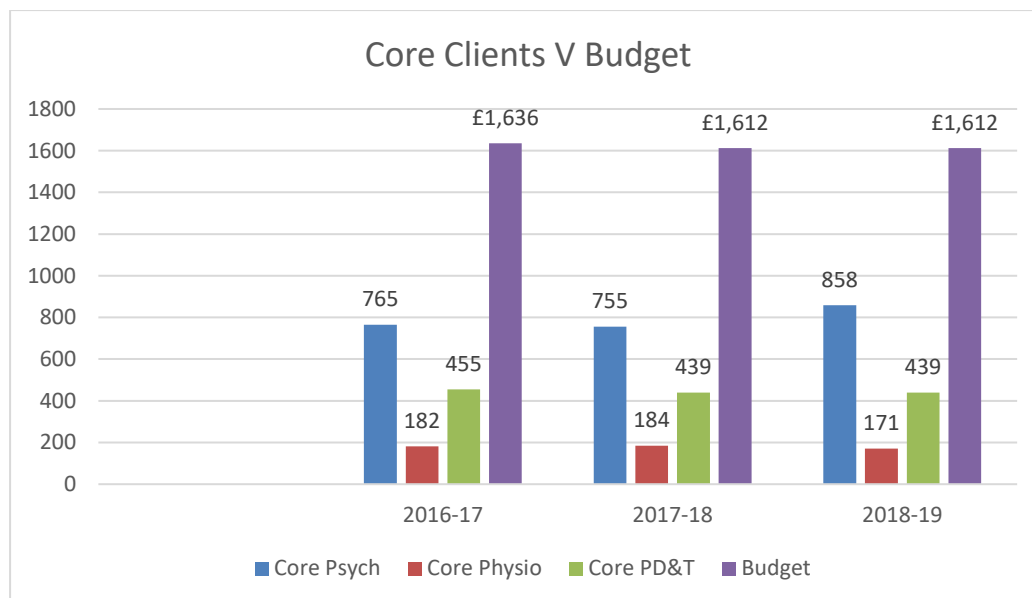
The purpose of this section is to illustrate PRRT's ongoing performance and increasing demand and illustrate the impact of a static budget on service provision. As Accounting Officer for PRRT I am delighted with the service delivery provided throughout 2018-19. Client numbers in total rose by 7% (2017-18: 4%). This does not include those who are attending training courses.

Client numbers



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The chart below illustrates the numbers of core clients accessing our services over the past 3 years. The increasing number of core clients is now putting significant pressure on PRRT to deliver services within a static budget.



As the individual Department's outcome and performance data have shown, we are continuing to achieve outstanding results for our core clients, despite the constraints of significant budget pressures. However, in future strategic planning of service delivery, a continuing static budget will have potentially a negative impact on the level of services we are able to deliver.

During the year, through efficient use of resources, and by availing of monitoring rounds we have continued to manage our budget very effectively, ensuring the PRRT under/overspend was within the Departmental target of 1%.

Capital of £45k was spent, the main areas of spend were updating our CCTV system and the purchase of new physiotherapy equipment.

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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 £78,419 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 £45k was invested in fixed assets to further improve the facilities and equipment available for client service delivery.

The financial results of PRRT operations in 2018-19 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 2018-19 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.

DOJ continue to positively support and fund PRRT at a steady level and are currently researching potential demand for PRRT services to be used on a wider basis across the Department. Whilst, the continuing public sector wide one-year budget funding is not ideal for longer term planning, we are confident of the commitment to ongoing and longer-term funding of PRRT due to the continuing high demand for our services. There is a future commitment from DOJ which is evidenced by the Department recruiting and appointing a new Board from May 2019 for a 3 to 4-year period. PRRT have no issues in regard to going concern.

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's service delivery activities for the year are provided in the Departmental Reports (pages 16 – 34) the main corporate deliveries are detailed in the following report.

Key Performance Indicators

Finance

- The target for producing month end management accounts was within 5 working days; this target was achieved on 11 out of 12 occasions.
- Annual accounts, annual report and audit working files were reported within the targets set.
- Payroll is completed within set deadlines each month.

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- Annual budgets were completed on a timely basis.
- Updating financial systems\procedures was completed on time.
- Any internal and external audit points were addressed within target dates.
- Returns to DoJ were made within specified timescales.
- All payments where possible were processed within 30 days of receipt. The annual total was 97% with 14 days on average taken to pay suppliers.
- Outturn expenditure is within 1% of budget

Human Resources

- Review HR and implement strategy in accordance with targets set.
- To achieve:
 - 1.25% or less short-term absence rate, actual 0.75%
 - 2.75% or less long-term absence rate, actual 3.34%
 - 4% or less overall absence rate, actual 4.09%
- Implement the PRRT Equality Scheme and Disability Action Plan, monitor and meet the targets set within the respective actions plans and report on a monthly basis. Staff have been working through this and this task has been completed by 31/03/19.

Corporate Services

- A review of the IT risk management and accreditation documentation, systems and procedures were completed successfully by 30/04/18.
- The business continuity and ICT contingency measures have been tested.
- Health & Safety meetings were held quarterly.
- Quarterly governance meetings were held with Sponsor Branch.
- Corporate documents issued to the Board were updated.

Cross Departmental

- NIPS, PFNI, PSNI OHW and other DoJ bodies have accessed the PRRT services over the year. The NIPS project was unique in that the organisation allocated a budget to the project which enabled PRRT to effectively resource the project. It is more difficult to manage other projects as there is no funding commitment and therefore allocations can only be made when staff resources are available.
- PRRT social media awareness continues to attract new followers. During this year the PRRT Facebook presence achieved 69 (2018:51) followers and Twitter 112 (2018: 85). This is an increase of 35% and 32% compared against March 2018.
- There were no data breaches during the period.
- PRRT fully implemented the General Data Protection Regulations and the Data Protection Act 2018.

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Principal Risks and Uncertainties

PRRT is funded by grant in aid from the DoJ. Although PRRT has not received any indication from DoJ that funding is to cease, one of the main risks that PRRT continues to deal with is that of financial instability of one year budget allocations. There has been a succession of short term one-year budgets and this continues to be the case for 2019-20, for which PRRT has secured a one year allocation. This is the third year in a row PRRT has received a static budget of £1,612k. The static budget and the short-term nature put considerable pressure on the organisation and it is difficult to plan for the future. A static budget is in effect a cut to the financial resources allocated to PRRT, as we have to meet inflationary costs and most notably increased pay awards out of the same budget. The combination of a static budget and increasing costs will inevitably lead to significant pressure on the delivery of services.

Budget and Resources

2018-19 Budget Position

During the course of the financial year, PRRT continued to demonstrate sound financial management.

In the continuing absence of an Executive and a sitting Assembly the Northern Ireland Budget Act 2018 was progressed through Westminster, receiving Royal Assent on 20th July 2018, followed by the Northern Ireland Budget (Anticipation and Adjustments) Act 2019 which received Royal Assent on 15th March 2019. The authorisations, appropriations and limits in these Acts provide the authority for the 2018-19 financial year and a vote on account for the early months of the 2019-20 financial year as if they were Acts of the Northern Ireland Assembly.

Future Development

PRRT will continue to provide services to the core client group of retired police officers and those nearing retirement. PRRT is also committed to sharing the expertise of our staff and clients with other organisations within the DoJ family.

During 2018-19 PRRT has worked with a number of organisations within the DoJ family.

- Police Federation for Northern Ireland in the development and delivery of training programmes promoting mental health well-being.
- Northern Ireland Prison Service providing psychological therapies and physiotherapy to serving prison officers.
- Police Service for Northern Ireland providing psychological therapies and physiotherapy to serving officers.
- Youth Justice Agency, Forensic Science and the Courts Service providing psychological therapies and physiotherapy to staff.

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Complaints Procedure

PRRT operates a five 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 third stage is escalation to the Chief Executive. If this is not satisfactory the complaint can be escalated to Sponsor Branch at DoJ. If this result is unsatisfactory a referral can be made to the Northern Ireland Public Services Ombudsman.

During 2018-19 PRRT received 1 complaint (2017-18: 0). This issue has been resolved within the set timeframes.

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 2018-19, 55% (2017-18:57%) of invoices were paid within 10 days and 97% (2017-18: 95%) were paid within 30 days, the average number of days to pay all invoices was 14 days (2017-18: 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.

Social Issues

Prior to any procurement exercise PRRT will endeavour to include social clauses where this is possible.

As part of our Well Being staff group PRRT endeavour to consider social issues and a function of this is to appoint a charity each year. PRRT nominate a charity each year and have fund raising events for the nominated charity. Every Christmas the staff are encouraged to bring in gifts for children as part of the wider Christmas Charity appeals. In the year 2018-19 PRRT staff completed a beach clean up exercise at Sea Park Beach in Holywood.

Respect for Human Rights

PRRT follows all guidelines set down and ensures staff undertake any necessary training.

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Fraud and Bribery

PRRT recognise there is a continuing need to raise awareness of the responsibility of staff at all levels to safeguard public resources against the risk of fraud and bribery. During the year PRRT updated its Fraud and Bribery policy and implemented mandatory training for all staff. We implemented a requirement to annually complete a statement of compliance confirming that staff have complied with the policy.



Eddie Gaw
Chief Executive

Date: 28 May 2019

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Accountability Report

Corporate Governance Report

PRRT works within a Corporate Governance framework to ensure accountability and to deliver the organisations statutory responsibilities. The Corporate Governance framework sets in place a system of effective policies and procedures which assist PRRT to address its objectives in accordance with the requirements placed on all publicly funded bodies regarding the stewardship of resources.

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 Maynard Mawhinney
- Mr Simon Walls
- Mr Mark Lindsay

Re-appointment and retirement of Directors

All Board appointments in place at 31 March 2019 were made in line with the Commissioner for Public Appointments for Northern Ireland's Code of Practice and are appointed by the Minister for Justice.

The current tenure for the Board ended on 31 March 2019 and a recruitment process in line with the Commissioner for Public Appointments for Northern Ireland has taken place. Directors will be appointed by the Permanent Secretary for the DoJ.

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.

Related Party Transactions

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

Data Handling

Personal data means any information relating to a living person who can be identified, directly or indirectly, by reference to an identifier such as a name or an identification number, which links one with information about them. 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.

During the year the General Data Protection Regulations and the Data Protection Act 2018 came into force on the 25 May 2018. PRRT took a number of steps to update its policies, procedures and systems to ensure that we are compliant with the legislation. A data protection officer was also appointed. 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, DoJ has directed the Police Rehabilitation and Retraining Trust to prepare a statement of accounts in the form and on the basis set out in the Accounts Direction for each financial year. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of PRRT and of its net resource outturn, application of resources, changes in taxpayers' equity and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular 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;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements; and
- prepare the financial statements on a going concern basis;
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Accounting Officer of DoJ has appointed the Chief Executive as Accounting Officer of PRRT. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the PRRT's assets, are set out in Managing Public Money published by the HM Treasury.

The Accounting Officer can confirm that, as far as he is aware, there is no relevant audit information of which the entity's auditors are unaware, and the Accounting Officer has taken all the steps that he to have taken to make himself or herself aware of any relevant audit information and to establish that the entity's auditors are aware of that information.

The Accounting Officer can confirm that the annual report and accounts as a whole is fair, balanced and understandable and that he takes personal responsibility for the annual report and accounts and the judgments required for determining that it is fair, balanced and understandable.

THE POLICE REHABILITATION AND RETRAINING TRUST

Governance Statement

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.

PRRT has a detailed 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. 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.

The governance framework has been in place at PRRT during the year ended 31 March 2019 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 and overseeing corporate governance. The Chairman is responsible to the Minister of the

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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)

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

Attendees	Board Meetings			Audit and Risk Assurance Meetings		
	No of meetings	Attended	% Attendance	No of meetings	Attended	% Attendance
Ken Millar	8	8	100%			
Brenda Maitland	8	8	100%	4	3	75%
Oliver Wilkinson	8	7	88%	4	4	100%
Maynard Mawhinney	8	7	88%			
Mark Lindsay	8	4	50%	4	4	100%
Simon Walls	8	4	50%	4	2	50%

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

THE POLICE REHABILITATION AND RETRAINING TRUST

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.

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 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. Department of Finance (DoF) provided the Internal Audit Service for PRRT for the year ended 31 March 2019.

External Audit

The External Auditor of PRRT for 2018-19 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.

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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 regularly 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 formal quarterly Governance meetings 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.

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 2019-20, 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; and
- 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.

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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.

There were no new risks identified during the year.

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 2018-19 provided the following assurance levels for the areas audited:

Area	Level of Assurance
Provision of Psychological Support Services	Satisfactory
Provision of Physical Support Services	Satisfactory
Provision of Personal Development & Training Services Support Services	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 DoF Internal Audit team with responsibility for DoJ. This is governed by a Service Level Agreement and complies with Public Sector Internal Audit Standards (PSIAS).

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External Audit

PRRT is audited by the 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 has been awarded during the year up until 30 April 2022.

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.
- SMT: the SMT meets on a bi - 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.
- Quarterly governance meetings with DoJ Sponsor Branch representatives.
- Comments made by the 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 2018-19 have been audited by the Northern Ireland Audit Office.

The audit of the financial statements for 2018-19 resulted in an audit fee which is estimated at £10k and is included in the other expenditure in the Statement of

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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, as Accounting Officer, 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: 28 May 2019

THE POLICE REHABILITATION AND RETRAINING TRUST

Remuneration and Staff report

Remuneration Policy

The remuneration of directors is set out in their terms of appointment and payment of fees is carried out in accordance with those terms.

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.

All remuneration, incremental and cost of living increases are subject to DoF pay remit processes. The pay remit is normally approved by the Minister of Finance. In the absence of an Executive, the Department of Finance's Permanent Secretary has set the 2018-19 NI public sector pay policy in line with the overarching HMT parameters and in a manner consistent with the approach taken by the previous Finance Minister in 2016-17.

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, or in the absence of a Minister the Permanent Secretary of DoJ, 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.

Pay remits relating to pay increases 2017-18 for NJC scales and NHS scales were paid out during the 2018-19 year. The pay remits for 2018-19 for NJC and NHS staff have been submitted but not yet approved. Staff on NICS have not yet received an agreed settlement for 2018-19.

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; and

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- 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.

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

	2018-19		2017-18	
Officials	Salary	Benefits in kind (to nearest £100)	Salary	Benefits in kind (to nearest £100)
	£'000		£'000	
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	-
Mr Mark Lindsay - Director	-	-	-	-
Mr Simon Walls - 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 2018-19 was £67,500 (2017-18: £67,500). This was 2.08 times (2017-18: 2.08) the median remuneration of the workforce, which was £32,500 (2017-18: £32,500). In 2018-19, 1 (2017-18: 1) employee received remuneration in excess of the highest paid official. Remuneration ranged from £6,000 to £65,000 (2017-18: £10,000 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 31/3/19 and related lump sum	Real increase in pension and related lump sum at age 60	CETV at 31/3/19	CETV at 31/3/19	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 workplace 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.

Off-payroll Payments

PRRT made no off-payroll payments during the year.

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Staff Report – AUDITED INFORMATION

The staff breakdown for PRRT at 31 March 2019 analysed by category was as follows:

	2018- 19	2017-18
Physiotherapy	5	5
Psychology	7	6
Services Administration	6	6
Personal Development & Training	4	4
Management and admin	4	5
Corporate Services	3	3
Finance	4	3
Housekeeping	3	3
Chief Executive Office	1	1
TOTAL	37	36

The majority of staff were considered to be permanently employed at the year end. The above staff information represents numbers of employees not full-time equivalent staff numbers and does not include the directors or associates who are employed on an ad hoc basis as workers.

Particulars of employees – AUDITED INFORMATION

The average number of full-time equivalent persons employed by PRRT during the financial year, including the Directors and Associates, amounted to 45 (2017-18: 44). 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	2019 £	2018 £
			Total	Total
Wages and salaries	1,076,004	967	1,076,971	918,088
Social Security costs	99,974	-	99,974	88,530
Other Pension costs	65,829	-	65,829	59,382
	1,241,807	967	1,242,774	1,066,000

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Directors' remuneration – AUDITED INFORMATION

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

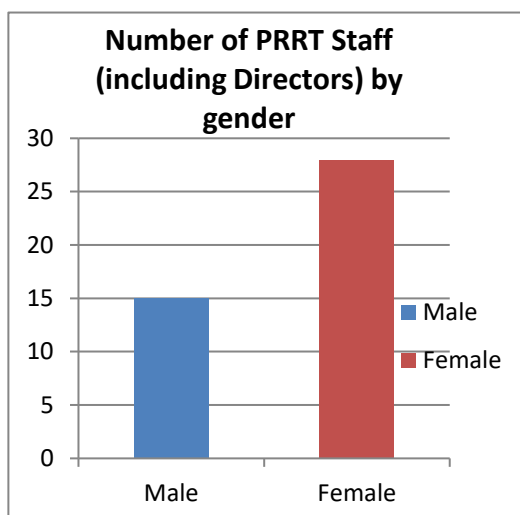
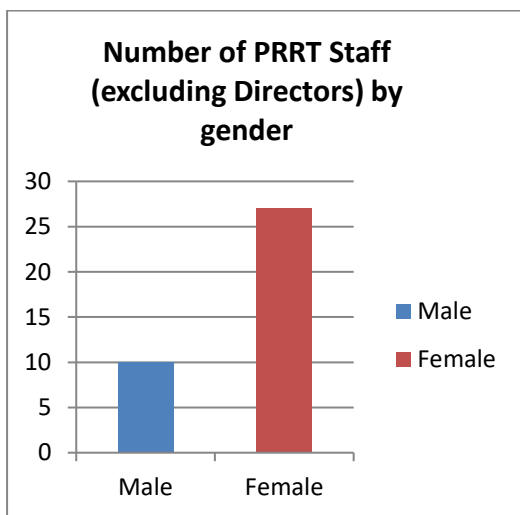
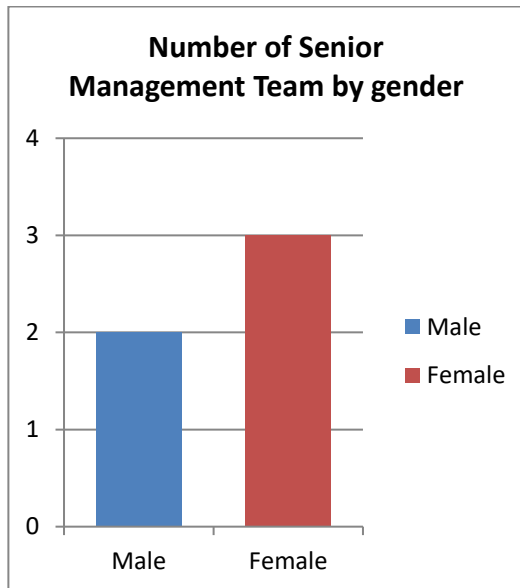
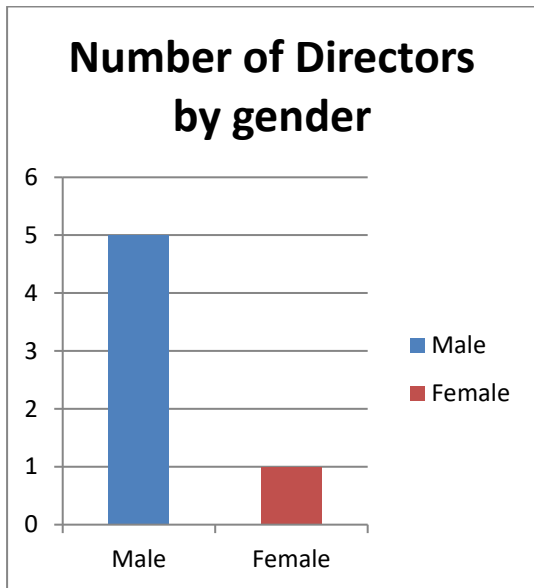
	2019	2018
	£	£
Remuneration receivable	<u>25,281</u>	<u>25,253</u>

Staff composition – AUDITED INFORMATION

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 £1,243k (2017-18: £1,066k). Full time equivalent staff numbers rose to 45 from 44 in 2017-18 at the end of March 2019.

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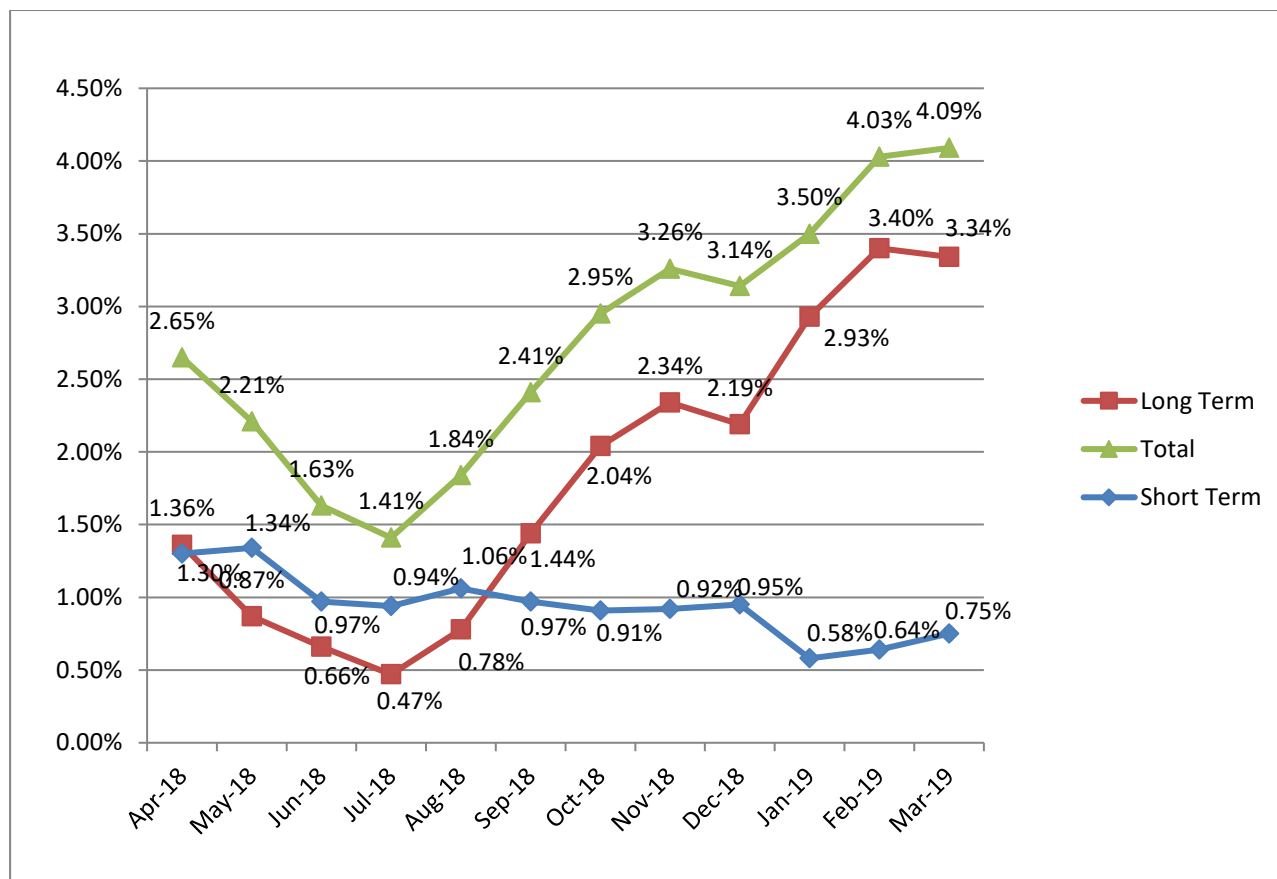
Staffing at the end of year can be split by gender as detailed below:



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Absence Data

Rolling 12 Month Period April 2018 – March 2019



PRRT’s long-term absence figure is 3.34% (2018: 1.45%), PRRT target is 2.75%. The statistic is much higher than last year due to number of factors affecting staff. This increased level of long-term absence has, in turn, impacted on PRRT’s overall sickness absence percentage, bringing it to 4.09% (2018: 2.68%) (against a target of 4% for the 2018-19 financial year).

PRRT short term absence is 0.75% (2018: 1.23%) 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.

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- 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.

Off-Payroll Appointments

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

Equal Opportunities and Diversity

Section 75 of the Northern Ireland Act 1998 requires public authorities, in carrying out their functions, powers and duties, to have due regard to the need to promote equality of opportunity:

- between persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation between men and women generally between persons with a disability and persons without between persons with dependants and persons without.
- in addition, without prejudice to its obligations above, the Act requires that regard is given to the desirability of promoting good relations between persons of different religious belief, political opinion or racial group.

PRRT is committed to fulfilling these responsibilities. Promoting equality and good relations is key to ensuring we meet our commitments. We action this through our equality scheme and action plan.

Equal Opportunities and Recruitment

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

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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.

Employment of Disabled Persons

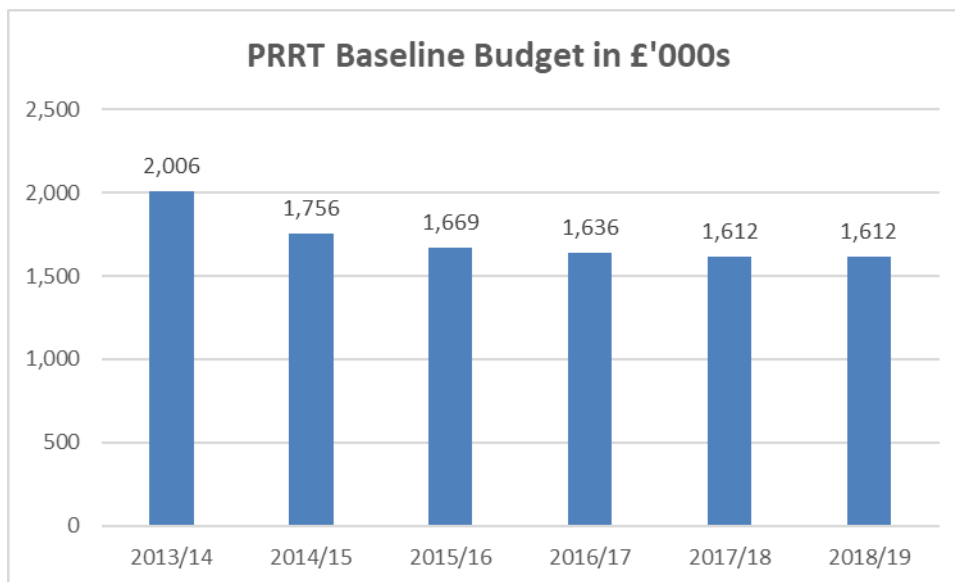
PRRT aims to ensure that people with a disability suffer no detriment in recruitment and advancement and that its policies and practices comply with the requirements of the Disability Discrimination Act 1995 and Disability Discrimination (Amendment) Regulations 2003. The consideration and implementation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

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Accountability and Audit Report

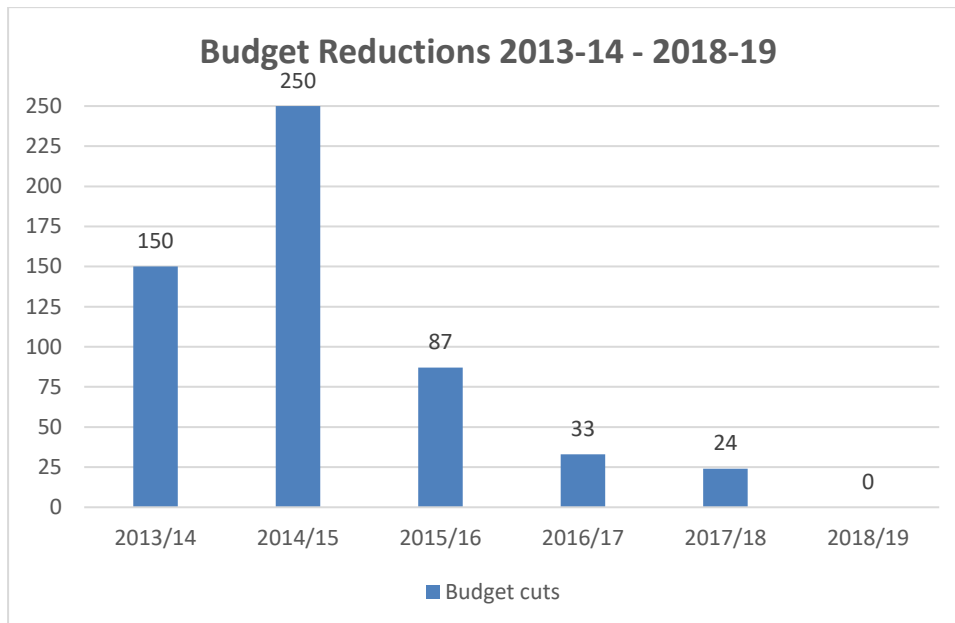
Long term expenditure trends:

- **Chart 1:** shows the budget for the period Budget 2013 to 2019. PRRT over this period suffered a budget cut of £394k (20%). 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. In 2016-17 PRRT ran a Voluntary Exit Scheme in order to restructure and use our limited resources more efficiently. This has now been completed and our administration resources cannot be reduced further. Going forward services could not remain untouched if further cuts were to be necessary. The budget for 2019-20 has been set at £1,612k which is static with 2017-18 and 2018-19. Increasing demand levels and budget pressures such as salary increases are putting exceptional pressure on the budget for 2019-20.

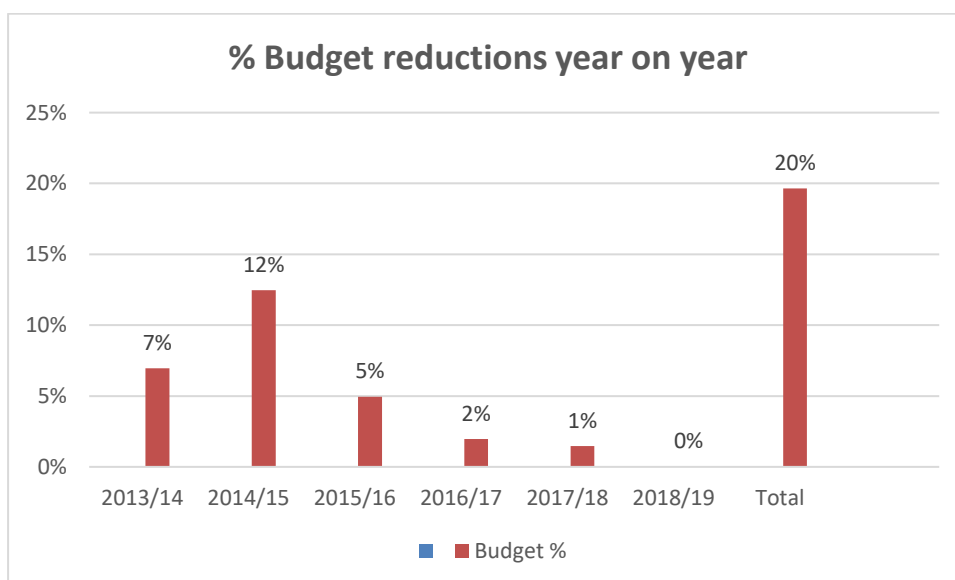


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- **Chart 2:** shows the savings made over the period 2013 to 2019. Over this time PRRT's budget dropped from a baseline of £2,006,000 to £1,612,000 a budget reduction of 20%.



- **Chart 3:** shows the % fall in the PRRT budget over a 6 year period.



The past 6 years have been a period of change and relatively 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.

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The demand for PRRT services has been steady and indeed increasing over the past number of years, Psychological services have increased year on year, 18%, Physiotherapy 16% with Personal Development falling slightly due to restructuring the service delivery. We anticipate that the level of demand will remain for the foreseeable future. Increasing demand from within the Department of Justice is significant but this needs to be backed up with a secure plan and budget.

The PRRT budget for 2019-20 is a static budget with no reductions. Staff salary increases, supplier and other service cost increases will put pressure on our budget for 2019-20 and this will be monitored as the year progresses.

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.

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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	125,049	123,528	1,521
Training	33,051	187,703	(154,652)

The information provided above is for fees and charges purposes

Research and Development

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

Events after the Reporting Period

There are no events after the reporting period.



Eddie Gaw
Accounting Office

Date: 28 May 2019

THE POLICE REHABILITATION AND RETRAINING TRUST

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE NORTHERN IRELAND ASSEMBLY

Opinion on financial statements

I certify that I have audited the financial statements of the Police Rehabilitation and Retraining Trust (PRRT) for the year ended 31 March 2019 under the Police Rehabilitation and Retraining Trust Regulations (Northern Ireland) 2014. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of PRRT's affairs as at 31 March 2019 and of PRRT's net expenditure for the year then ended; and
- have been properly prepared in accordance with the Police Rehabilitation and Retraining Trust Regulations (Northern Ireland) 2014 and the Department of Justice's (DoJ) directions issued thereunder.

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.

Basis of opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate. My staff and I are independent of PRRT in accordance with the ethical requirements of the Financial Reporting Council's Revised Ethical Standard 2016, and have fulfilled our other ethical responsibilities in accordance with these requirements. I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

Other Information

The Board and the Accounting Officer are responsible for the other information included in the annual report. The other information comprises the information included in the annual report other than the financial statements, the parts of the Accountability Report described in the report as having been audited, and my audit certificate and report. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Opinion on other matters

In my opinion:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with DoJ directions made under the Police Rehabilitation and Retraining Trust Regulations (Northern Ireland) 2014; and

THE POLICE REHABILITATION AND RETRAINING TRUST

- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Responsibilities of the Board and Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer Responsibilities, the Board and the Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Auditor's responsibilities for the audit of the financial statements

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.

My objectives are to obtain 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. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

In addition, 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.


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 parts of the Accountability Report 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 the 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: 21 June 2019

THE POLICE REHABILITATION AND RETRAINING TRUST

Financial Statements

For the year ended 31 March 2019

THE POLICE REHABILITATION AND RETRAINING TRUST

Statement of Comprehensive Net Expenditure

Year ended 31 March 2019

This account summaries the expenditure and income generated and consumed on an accruals basis. It also includes other comprehensive income and expenditure, which include changes to the values of non-current assets and other financial instruments that cannot yet be recognized as income or expenditure.

	Note	2018-19 £	2017-18 £
Income			
Other operating income	2	<u>(252,952)</u>	<u>(179,969)</u>
Total operating income		<u>(252,952)</u>	<u>(179,969)</u>
Staff costs	3	1,242,774	1,066,000
Depreciation and amortisation	5	297,264	302,446
Other expenditure	4	<u>631,131</u>	<u>737,743</u>
Total operating expenditure		<u>2,171,169</u>	<u>2,106,189</u>
Net expenditure		<u>1,918,217</u>	<u>1,926,220</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 2019		<u>1,918,217</u>	<u>1,926,220</u>

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

The notes on pages 70 to 79 form part of these Financial Statements.

THE POLICE REHABILITATION AND RETRAINING TRUST

Statement of Financial Position

Year ended 31 March 2019

This statement presents the financial position of PRRT. It comprises three main components: assets owned and controlled; liabilities owed to other bodies; and equity, the remaining value of the entity.

	Note	2019 £	2018 £
Non-current assets:			
Property, plant and equipment	7	235,916	482,364
Intangible assets	8	-	8,279
Total non-current assets		235,916	490,643
Current assets:			
Trade and other receivables	9	81,364	63,594
Cash and cash equivalents	10	36,263	133,574
Total current assets		117,627	197,168
Total assets		353,543	687,811
Current liabilities:			
Trade and other payables	11	(275,124)	(256,175)
Total current liabilities		(275,124)	(256,175)
Total assets less current liabilities		78,419	431,636
Total assets less liabilities		78,419	431,636
Taxpayers' equity			
General reserve		78,419	431,636
		78,419	431,636

The Financial Statements on pages 66 to 79 have been approved by the Board and were signed on 28 May 2019 on its behalf by:



Eddie Gaw
Chief Executive

The notes on pages 70 to 79 form part of these Financial Statements

THE POLICE REHABILITATION AND RETRAINING TRUST

Statement of Cash Flows

Year ended 31 March 2019

The Statement of Cash Flows shows the changes in cash and cash equivalents of PRRT during the reporting period. The statement show how PRRT generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of service costs and the extent to which these operations are funded by way of income from the recipients of services provided by PRRT. Investing activities represent the extent to which cash flows and outflows have been made for resources which are intended to contribute to PRRT's future public service delivery.

	Note	2018-19 £	2017-18 £
Cash Flows from operating activities			
Net operating (expenditure)		(1,918,217)	(1,926,220)
Adjustment for non-cash transactions	5	299,810	302,445
(Increase) in trade and other receivables	9	(17,770)	(38,323)
Increase in trade and other payables	11	18,949	(51,124)
Net cash outflow from operating activities		(1,617,228)	(1,713,222)
Cash flows from investing activities			
Purchase of property and equipment	7	(45,083)	(50,637)
Net cash outflow from investing activities		(45,083)	(50,637)
Cash flows from financing activities			
Grants from sponsoring branch		1,565,000	1,827,000
Net financing		1,565,000	1,827,000
Net (decrease) in cash and cash equivalents in the period		(97,311)	63,141
Cash and cash equivalents at beginning of the period	10	133,574	70,433
Cash and cash equivalents at the end of the period	10	36,263	133,574

The notes on pages 70 to 79 form part of these Financial Statements

THE POLICE REHABILITATION AND RETRAINING TRUST
Statement of Changes in Taxpayers' Equity
Year ended 31 March 2019

This statement shows the movement in the year on the different reserves held by PRRT.

	SoCNE Reserve £	Total Taxpayers' Equity £
Balance at 1 April 2017	<u>530,856</u>	<u>530,856</u>
Changes in Taxpayers' Equity 2017-18		
Grants from Sponsoring Entity	1,827,000	1,827,000
Comprehensive Expenditure for the year	(1,915,220)	(1,915,220)
Auditors' Remuneration	(11,000)	(11,000)
Balance at 31 March 2018	<u>431,636</u>	<u>431,636</u>
Changes in Taxpayers' Equity 2018-19		
Grants from Sponsoring Entity	1,565,000	1,565,000
Comprehensive Expenditure for the year	(1,908,217)	(1,908,217)
Auditors' Remuneration	(10,000)	(10,000)
Balance at 31 March 2019	<u>78,419</u>	<u>78,419</u>

The notes on pages 70 to 78 form part of these Financial Statements.

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2019

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 2018-19 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 2018 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.

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2019

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 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

Depreciation on additions is calculated and charged on a full year basis.

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
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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 into which PRRT pays 6% for employees that are opted in. 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.

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2019

Taxation

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

The charge for current tax is based on other operating income 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.

Segmental Reporting

In line with the provisions of IFRS 8, Operating Segments, PRRT does not analyse its net expenditure by operating segment as it has concluded that it has no separately identifiable operating segments.

2. Other operating income

	2018-19	2017-18
	£	£
Catering and room hire income	935	336
Healthcare income	135,354	62,708
Miscellaneous income	38,783	30,778
Service Charges	44,829	49,820
Training income	33,051	36,327
	<u>252,952</u>	<u>179,969</u>

3. Staff costs

	2018-19	2018-19	2018-19	2017-18
	£	£	£	£
	Permanently employed staff	Other - agency staff	Total	Total
Wages and salaries	1,076,004	967	1,076,971	918,088
Social Security costs	99,974	-	99,974	88,530
Other Pension costs	65,829	-	65,829	59,382
	<u>1,241,807</u>	<u>967</u>	<u>1,242,774</u>	<u>1,066,000</u>

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

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2019

4. Other operating costs

	2018-19	2017-18
	£	£
Psychological Therapies	19,400	93,108
Physiotherapy	105,597	101,606
Personal Development & Training	51,595	77,778
Rehabilitation support	3,026	3,443
Projects	45,218	56,802
Establishment costs	275,097	252,945
Information technology	34,292	52,098
Finance charges	1,023	1,600
Running costs	95,883	98,363
	631,131	737,743

5. Net Expenditure

Net expenditure is stated after charging:

	2018-19	2017-18
	£	£
Non-Cash Items:		
Depreciation of owned plant and equipment	72,447	74,951
Depreciation of leased property, plant and equipment	216,539	216,539
Amortisation of intangible assets	8,278	10,955
Loss on disposal of plant and equipment	2,546	-
	299,810	302,445
Operating lease cost of plant and equipment	112,891	112,891
Auditor's remuneration	10,000	10,000

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2019

6. Tax expense

(a) Analysis of charge in the year

	2018-19 £	2017-18 £
Current tax		
UK Corporation tax based on the results for the year at 19% (2018: 19%)	1,879	-
Adjustment in respect of prior periods	-	(1,476)
	<u>1,879</u>	<u>(1,476)</u>
Total current tax charge / (credit)	<u>1,879</u>	<u>(1,476)</u>

(b) Factors affecting current tax charge

The tax assessed is based on the result for the year adjusted for items which are non-assessable or disallowed income on ordinary activities at the standard rate of corporation tax in the UK of 19% (2018: 19%).

	2018-19 £	2017-18 £
Income/(expenditure) on ordinary activities before taxation	9,892	(7,380)
Tax on profit on ordinary activities at standard CT rate of 19% (2018: 19%)	1,879	(1,402)
Effects of:		
Losses carried back	-	1,402
Adjustment to tax charge in respect of previous periods	-	(1,476)
	<u>1,879</u>	<u>(1,476)</u>
Tax charge / (credit) for the period	<u>1,879</u>	<u>(1,476)</u>

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2019

7. Property, Plant and Equipment

2018-19

	Building Improvements £	Plant & Machinery £	Fixtures & Fittings £	Computer Equipment £	Total £
Cost					
At 1 April 2018	1,546,704	209,821	516,075	231,298	2,503,898
Additions	-	9,493	26,927	8,663	45,083
Disposals	-	(119,409)	(283,939)	(109,731)	(513,079)
Transfers	-	-	-	142,973	142,973
At 31 March 2019	1,546,704	99,905	259,063	273,203	2,178,875
Depreciation					
At 1 April 2018	1,172,903	209,788	455,321	183,522	2,021,534
Charge for the period	216,539	2,447	35,489	34,511	288,986
On Disposals	-	(119,409)	(281,932)	(109,193)	(510,534)
Transfers	-	-	-	142,973	142,973
At 31 March 2019	1,389,442	92,826	208,878	251,813	1,942,959
Net book value					
At 31 March 2019	157,262	7,079	50,185	21,390	235,916
At 31 March 2018	373,801	33	60,754	47,776	482,364

2017-18

	Building Improvements £	Plant & Machinery £	Fixtures & Fittings £	Computer Equipment £	Total £
Cost					
At 1 April 2017	1,546,704	209,821	513,519	183,217	2,453,261
Additions	-	-	2,556	48,081	50,637
Disposals	-	-	-	-	-
At 31 March 2018	1,546,704	209,821	516,075	231,298	2,503,898
Depreciation					
At 1 April 2017	956,364	208,243	415,583	149,854	1,730,044
Charge for the period	216,539	1,545	39,738	33,668	291,490
On Disposals	-	-	-	-	-
At 31 March 2018	1,172,903	209,788	455,321	183,522	2,021,534
Net book value					
At 31 March 2018	373,801	33	60,754	47,776	482,364
At 31 March 2017	590,340	1,578	97,936	33,363	723,217

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2019

8. Intangible Assets

2018-19

	Software
Cost	£
At 1 April 2018	198,891
Disposals	(55,918)
Transfers	(142,973)
At 31 March 2019	-
Depreciation	
At 1 April 2018	190,612
Amortisation for the period	8,278
On Disposals	(55,917)
Transfers	(142,973)
At 31 March 2019	-
Net book value	
At 31 March 2019	-
	<hr/>
At 31 March 2018	8,279

2017-18

	Software
Cost	£
At 1 April 2017	198,891
Additions	-
Disposals	-
At 31 March 2018	198,891
Depreciation	
At 1 April 2017	179,657
Amortisation for the period	10,955
On Disposals	-
At 31 March 2018	190,612
Net book value	
At 31 March 2018	8,279
	<hr/>
At 31 March 2017	19,234

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2019

9. Trade receivables and other current assets

	2019	2018
	£	£
Trade receivables	17,936	15,143
Tax Refund Due	-	1,476
Prepayments and accrued income	63,428	46,975
	<u>81,364</u>	<u>63,594</u>

10. Cash and Cash Equivalents

	2019	2018
	£	£
Cash and cash equivalents	<u>36,263</u>	<u>133,574</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

	2019	2018
	£	£
Trade payables	39,530	13,206
Corporation tax	1,879	-
Other payables	116,177	110,593
Accruals and deferred income	117,538	132,376
	<u>275,124</u>	<u>256,175</u>

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2019

12. Commitments under operating leases

At 31 March 2019 there were total future minimum lease payments under operating leases as set out below:

	2019	2018
	£	£
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	27,750	111,000
Later than five years	-	27,750
	<u>138,750</u>	<u>249,750</u>
Other		
Not later than one year	1,891	1,891
Later than one year and not later than five years	2,364	4,255
Later than five years	-	-
	<u>4,255</u>	<u>6,146</u>

13. Capital Commitments

At 31 March 2019 authorised future capital expenditure amounted to £Nil (2018: £Nil). PRRT has no commitment to capital expenditure at the year end.

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 and its various bodies including: PSNI, NIPS, PSNI OHW, FSNI, YJA, NI Courts and Tribunal Services and PFNI. The PRRT has supplied bespoke training, psychological therapies and physiotherapy services and assessments to these bodies.

PRRT received service charges and other charges totalling £30,389 (2018: £36,649) from NIPF and charges of £5,670 (2018: £6,139) from NIRPOA during the year and £6,892 (2018: £7,032) from DPAO. At the year-end PRRT was owed £1,238 (2018: £3,841) from NIPF and £640 (2018: £922) from NIRPOA and £1,160 from DPOA.

THE POLICE REHABILITATION AND RETRAINING TRUST

Notes to the accounts

Year ended 31 March 2019

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

Board Member	Position held	Organisation
Simon Walls	Superintendent	PSNI
Mark Lindsay	Chairman	Police Federation NI

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

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 21 June 2019.