



**Rehabilitation and
Retraining Trust**

**business plan
2010 2011**

The Trust

“Helping to build new futures”

Focusing on the needs of our clients and the achievement of organisational excellence are the guiding philosophies for everyone who is involved with PRRT - directors, staff, associates, external providers, and suppliers. We are all committed to continuous improvement of the Trust’s services and the achievement of a “right first time” approach in everything we do. Equally, the effectiveness of the Trust depends on the extent to which its people perform their roles in support of the Trust’s goals and objectives. The senior management team administers the Trust’s business processes through teamwork and with an emphasis on continuous improvement, personal empowerment, professional development, and communication.

The Year Ahead

Looking to 10/11 it is clear that the Trust will be operating in a period of change, a period that will almost certainly provide challenges, but one that will also offer opportunities. The Trust is an organisation that is client-centred, flexible, adaptable, and an active participant in the programme of change. Our challenge over the next year is to ensure the continuous development and improvement of our current role and to seek to expand this role and our services into a number of new areas and with new clients. Devolution of policing and justice, the increased interaction with the Stormont Assembly, and the expected public sector budget efficiency exercises all have the potential to impact on our relationships, role and how we carry out our business efficiently and effectively. The most valuable resource available to any organisation is its people and the skills PRRT has already developed and proven in the areas of rehabilitation and retraining could be valuable tools in assisting a wide range of clients in achieving their aims and objectives. We will also continue to develop the consultancy service in order to provide an outlet for the experience and expertise that exists in the retired police community. These skills have proven to be highly marketable locally, nationally and internationally.

Vision

In fulfilling its purpose the Trust will aspire to be a centre of excellence for the provision of services in the field of rehabilitation, careers, education and training and employment support, expanding, where appropriate, those services to other areas of the public and private sectors.

Aim

Our aim is to meet the assessed needs of eligible clients through specialist interventions in a holistic and integrated approach by providing:

- Careers guidance and personal development support
- Training, education and employment support
- Psychological therapies
- Physiotherapy

Organisation/ Resources

Oversight of the Trust is by a non-executive Board of Directors and Chairman. It is the policy of the Trust that Board membership incorporates both members with strong ties to the policing community, and those with experience of the functional specialisms necessary to give a balance of skills and abilities.

Governance is delivered through the following Board structures:

- Full Board meetings
- Operations Committee
- Finance and General Purpose Committee
- Audit Committee

Delivery of Board policy and the operational management of the Trust is the responsibility of the Chief Executive who reports directly to the Chairman and Board. The Chief Executive is the delegated Accounting Officer for the Trust. The Organisational chart is shown in Appendix 3.

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Personal Development & Employment Transition Service (PDETS)

key objectives
2010 2011

Provision of an accessible career and retirement information, advice and guidance service to eligible clients across NI

Provision of job brokerage service

Update PDETS section of PRRT website

Maintain and develop networks with providers to meet needs of client group e.g. employers, sector skills councils

External validation for management and delivery of information, advice and guidance services i.e. 'matrix' and 'matrix' Excellence Award

Extend current service to new markets to generate an income stream e.g. non-eligible officers, police family, private, voluntary and public sectors

Develop new products and services for Futures (NI)/PRRT



Associated Performance Measures

Provide a minimum of 1300 appointments for PDETS service

Provide for 325 clients accessing the Careers service

Over 80% of clients are satisfied with this service

Obtain 'matrix' re-accreditation

Meet targets of FTR contract

Hold two information seminars

Increase number of clients using PDETS web pages

Gain ISO 9000 accreditation in Sept '10

Deliver four PEP programmes

Deliver two Managing Change courses

Physiotherapy Service

key objectives

2010 2011

Deliver an effective musculo-skeletal service

Ensure ongoing effective management of waiting list and caseloads

To provide a range of evidence based services for clients with chronic, functionally limiting and/or painful conditions

To continue to implement, develop and monitor the principles of clinical governance

To raise the profile of the service with the wider non police clinical population through training and publications

To maintain and develop new links with external purchasers and stakeholders



Associated Performance Measures

Provide an in-house and outsourced musculo-skeletal service for a minimum of 30 patients per month

Provide services for chronic, functionally limiting and/or painful conditions for a minimum of 50 clients per annum

To assess all clients within two weeks of referral

Maintain overall satisfaction survey results of 95%

Complete and implement 10/11 governance action plan

Provide an in-house service for a minimum 75-100 Futures (NI) clients and outsourced musculo-skeletal service for eight Futures (NI) clients

Provide training and submit a paper/case study for publication to raise department profile

Psychological Therapies Service

key objectives
2010 2011

Deliver an effective psychological therapies service

Ensure ongoing effective management of waiting list and caseloads

To provide evidence based psychological therapies for patients suffering from mental health problems associated with their police service

To continue to implement, develop and monitor the principles of clinical governance

To raise the profile of the service with the wider non-police clinical population through training and publications

To maintain and develop new links with external purchasers and stakeholders



Associated Performance Measures

Provide a psychological therapy service for a minimum 130 clients per month

Maintain waiting times to initial assessments at an average of 14 days

Maintain time from initial assessment to treatment at 4-6 wks

Achieve 95% client satisfaction

Facilitate an internal audit of the service (Jun '10)

Pilot a self-funding programme for the wives of serving PSNI officers (Oct '10)

Develop a specialist suite of mental health services that can be provided to new markets (Dec '10)

Market the services of the department to financial institutions in relation to pre and post critical incidents (Mar '11)

Increase of 10% on 09/10 revenue (excluding Aftercare revenue)

Training and Education Service

key objectives

2010 2011

1 Provide quality training solutions to support client career paths

2 Research, develop and recommend relevant training opportunities to meet client needs and the needs of other identified groups

3 Ensure maximum training course attendance

4 Provide discretionary grant funding

5 Develop and promote training assessor service

6 Complete an internal client satisfaction survey

7 Develop new products and services for Futures (NI)/PRRT



Associated Performance Measures

Provide a minimum of 1000 training places, in-house, for eligible clients

Provide a minimum of 200 training places, in-house, for self-funding course participants

Provide a minimum of 100 training places, externally for eligible clients

Achieve a minimum of 95% attendance at training courses

Achieve independent accreditation/audit in each area of training

Complete internal client satisfaction survey by end of Feb '11

Design and produce four new relevant training courses and associated training materials in line with demand from the marketplace

1
Production of PRRT's year end financial statements
(incorporating IFRS)

2
Audit of PRRT's financial statements to be
completed on schedule

3
Completion of PRRT's annual budget

4
Review PRRT's financial reporting systems
to ensure efficiency and effectiveness

5
Liaise with internal auditors on financial
and internal controls matters

Associated Performance Measures

Annual accounts produced and audited by end of Jun '10

Production of management accounts within 15 days of month end

Ensure internal and external audit management points are addressed by
Sept '10

Ensure that budgets are completed and reviewed by Jan '11

Update the financial systems manual by end of Jun '10

Efficiency review to be completed by end of Sept '10

Corporate Services

key objectives 2010 2011

1 Embed new Health and Safety policy and working practices

2 Embed new Information Assurance policy and working practices

3 Embed data protection practices in relation to new policy and database operation

4 Prepare and pre-position for lease renewal options

5 Prepare for increase in off site operations

6 Promote a 'Wellbeing in the Workplace' ethos



Associated Performance Measures

Revised Health and Safety policy and associated staff training complete by end of Jul '10

Equipment transition in respect of IT security enhancements and DoJ accreditation by end of Apr '10. Policy roll out through to Sept '10

Implement data protection policy in light of accreditation and new database by Sept '10

Continued liaison with DoJ for lease agreement and planning for potential operational disruption to allow repair work

A range of potential sites to be researched for suitability and cost.

Potential SLA if necessary depending on continued demand

Develop a 'Wellbeing in the Workplace' policy and implementation plan by end of Mar '11

Business Development

key objectives

2010 2011

Development of new business

Maintain and further increase sales to existing customers

Development and improvement of corporate communications

Increase awareness and raise the profile of PRRT and Futures (NI) brands

Development and improvement of the management of customer and competitor activity

Review and develop resources to complement demands of workload



Associated Performance Measures

Develop 20 new business contacts by end of Mar '11

Develop 12 new business proposals by end of Mar '11

Produce 09/10 Annual Report by end of Jul '10

Implement PRRT marketing and communications strategy 10/11 by end of Mar '11

Implement Futures (NI) marketing and communications strategy 10/11 by end of Mar '11

Produce consolidated PRRT Business Plan 11/12 by end of Feb '11

Draft PRRT marketing and communications strategy 11/12 by end of Feb '11

Draft Futures (NI) marketing and communications strategy 11/12 by end Feb '11

Production of departmental and corporate promotional materials in line with business and departmental need

Draft PR Plan for 11/12 by end of Mar '11

Personal Development & Employment Transition Service

**outturn from
2009 2010**

Target	Target met Y/N?	Comments
1.i <i>Provide a minimum of 1300 appointments for interviews for career and retirement information</i>	N	80% of target achieved, attributed to reduction in numbers of eligible clients as Voluntary and Compulsory Severance Programmes end in '10
1.ii <i>Provide for a minimum of 325 clients accessing the PDETS service</i>	N	72% of target achieved, attributed to ending of Voluntary and Compulsory Severance Programmes in '10
1.iii <i>Meet targets of FTR contract</i>	Y	Customer satisfied with level and quality of service delivery
1.iv <i>Over 80% of clients are satisfied with this service</i>	Y	91% satisfaction level achieved
1.v <i>Obtain "matrix" re-accreditation</i>	N	Service management and delivery in line with 'matrix' criteria, re-assessment planned for May '10
1.vi <i>Hold two information seminars</i>	Y	Seminars held in Oct '09 and Mar '10
1.vii <i>Increase number of clients using Careers Service web pages</i>	N	Design and specification in place, a lack of staff resource has impacted on achievement of target
1.viii <i>ISO 9001:2008 accreditation</i>	N	Target for audit and assessment moved to Summer '10

Physiotherapy Service

outturn from
2009 2010

Target	Target met Y/N?	Comments
2.i <i>Provide in-house and outsourced musculo-skeletal service for a minimum of 30 patients per month</i>	Y	35 per month achieved due to capacity in other areas
2.ii <i>Provide services for chronic, functionally limiting and/or painful conditions for a minimum of 50 clients per annum</i>	Y	89 due to Chronic Pain Management and two Tai chi groups
2.iii <i>To offer assessments to all clients within two weeks of referral</i>	Y	Achieved
2.iv <i>To document a waiting list process to prioritise clients according to need should demand exceed current provision</i>	Y	Completed
2.v <i>Maintain overall satisfaction survey results of 95%</i>	Y	98% overall satisfaction
2.vi <i>Complete service audit to CSP standard, develop and implement 09/10 governance action plan</i>	N	90% of target achieved, one aspect of plan assigned to Psychological therapies dept and still in progress
2.vii <i>Provide an in-house service for a minimum of 150 Futures (NI) clients and outsourced musculo-skeletal service for eight Futures (NI) clients</i>	N	20% of target achieved

Psychological Therapies Service

outturn from
2009 2010

Target	Target met Y/N?	Comments
3.i <i>Provide a psychological therapy service for a minimum of 130 clients per month</i>	Y	Achieved
3.ii <i>Maintain waiting times to initial assessments at an average of 14 days</i>	N	Maintained by core staff only
3.iii <i>Maintain time from initial assessment to treatment at an average of 4-6 weeks</i>	Y	Achieved
3.iv <i>Achieve a minimum of 95% client satisfaction</i>	Y	Achieved
3.v <i>Provide training and submit academic papers for publication to raise department profile</i>	Y	Training provided and papers submitted
3.vi <i>Facilitate an independent audit of the service</i>	N	Deferred due to ISO audit being delayed to avoid overlap

Training and Education Service

outturn from
2009 2010

Target	Target met Y/N?	Comments
4.i <i>Provide a minimum of 800 training places in-house for eligible clients</i>	Y	Achieved
4.ii <i>Provide a minimum of 150 training places externally for eligible clients</i>	N	92 training places made available Apr - Feb '10 (some trades and skills courses were cancelled - insufficient numbers to justify cost - these courses have been rescheduled to Apr '10)
4.iii <i>Achieve a minimum of 95% attendance at training courses</i>	Y	Achieved
4.iv <i>Achieve independent accreditation/audit in each area of training</i>	Y	Achieved
4.v <i>Design and produce relevant training courses and materials in line with demand from Business Development</i>	Y	Achieved

Finance Department

**outturn from
2009 2010**

Target	Target met Y/N?	Comments
<i>6.i Annual accounts produced and audited by 30 June 2009</i>	Y	Accounts audited and agreed by the board of PRRT at the AGM Jun '09
<i>6.ii Accounts restated in line with International Financial reporting</i>	Y	Accounts have been restated to meet the Sept deadline and have been forwarded to NIO. Audit of the restated accounts took place during Sep '09. The audit report has been completed and forwarded on to NIO. Audit report was included in the papers for Jan '10 audit committee meeting
<i>6.iii Updated version of Sage Accounting system implemented by Jul '09</i>	Y	SAGE 200 has been installed and is now operationally in use by all staff
<i>6.iv Production of management accounts</i>	Y	Apr '09 - Mar '10 management accounts completed. Management accounts to date have been completed within the timescales set
<i>6.v Ensure internal and external audit management points are addressed by Oct '09</i>	N	All reports received, with the exception of IT. All points carried forward if not fully complete and timetable set for completion
<i>6.vi Ensure that budgets are reviewed and completed by Jan '10</i>	Y	Budget for 10/11 was presented to finance committee Jan '10 and was accepted. The board accepted the budget at Feb meeting

Corporate Services

**outturn from
2009 2010**

Target	Target met Y/N?	Comments
5.i <i>Equipment transition in respect of IT security enhancements by end Mar '09</i>	N	Transition delayed by funding restraint
5.ii <i>NIO accreditation of IT security levels by Mar '10</i>	N	Delayed by funding restraint
5.iii <i>Revised Health and Safety policy implemented by Jul '09</i>	N	Stand alone policies completed. Consultant reports awaited for specific areas
5.iv <i>Implement recommendations from the administration review by Jul '09</i>	N	Outsourced
5.v <i>Complete list of Trust policies produced and updated by Jun '09</i>	Y	Achieved
5.vi <i>HR provider in place by Jul '09</i>	Y	Achieved

Business Development

outturn from
2009 2010

Target	Target met Y/N?	Comments
<i>7.i Design and produce annual report by Jun'09</i>	N	Completed mid Jul '09 in line with Audit and Board timetables
<i>7.ii Production and implementation of communications plan by Jun '09</i>	N	Completed end of Jul '09
<i>7.iii Preparation of a minimum of 12 new business proposals</i>	Y	Achieved
<i>7.iv Agreement of a minimum of three contracts for new business</i>	Y	Achieved
<i>7.v Facilitate a minimum of 12 formal and informal presentations to potential new clients</i>	Y	Achieved
<i>7.vi Secure a minimum of £20K of new business from the consultancy service</i>	N	Chair/CEO reviewing consultancy service

Resource Allocations 2010 2011

	P&L FORECAST
	£
CORE GRANT INCOME	2,321,000
OTHER GRANT INCOME	859,334
CONTRIBUTIONS TO TRAINING	144,350
EARNED INCOME	730,540
TOTAL INCOME	4,055,223
PHYSIOTHERAPY	211,551
PSYCHOLOGY	467,720
CAREERS	213,131
REHABILITATION ADMINISTRATION	112,244
TRAINING	716,977
BUSINESS DEVELOPMENT	126,865
ADMINISTRATION	1,091,192
CATERING	(4,455)
OTHER CONTRACT COSTS	1,192,638
TOTAL COSTS	4,127,862
PROFIT/LOSS	(72,638)

Organisational Chart

